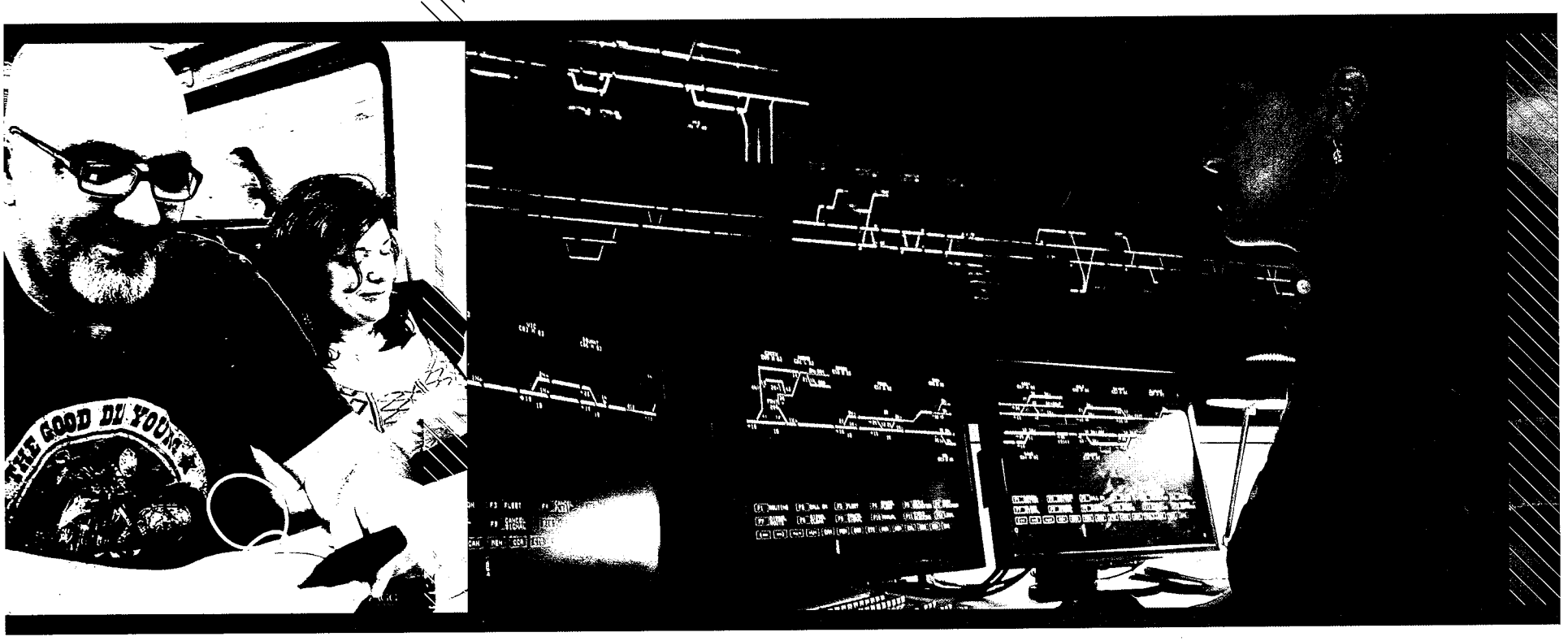
RFP No. 159-12

Financial / Price Proposal

Firm Fixed Price

for

MBTA Commuter Rail Services



MASSACHUSETTS BAY COMMUTER
RAILROAD COMPANY

MBCR

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Massachusetts Bay Commuter Railroad Company, LLC ("MBCR") has marked documents responsive to the Massachusetts Bay Transportation Authority's Request for Proposal No. 159-12, Commuter Rail Services that it has determined to contain confidential, proprietary or trade secret information. These documents have been so marked and are identified below. The documents marked as "CONFIDENTIAL, PROPRIETARY OR TRADE SECRET INFORMATION" contain sensitive financial and business information regarding the business, assets, financial condition, trade secrets, technical knowledge and business arrangements of MBCR and the businesses of the members of MBCR. This information has a unique and valuable character to the company and the member that is providing it and the company and such member would suffer significant irreparable harm and be put at a competitive disadvantage if this information were publicly available to its competitors.

The following in *Financial/Price Proposal Section 3* have been so marked:

- Pricing Letter
- Firm Fixed Price (FFP) Form
- Firm Fixed Price Detailed Backup Information
- Attachment 1 - Maintenance Cost Schedules (MCS), Existing Locomotives
- Attachment 2 - Maintenance Cost Schedules (MCS), Existing Coaches
- Attachment 3 - Summary of Annual Costs for Existing Locomotives and Coaches

MBCR

Massachusetts Bay
Commuter Railroad Company

August 9, 2013

Mr. Gerald K. Kelley
First Deputy General Counsel
Massachusetts Bay Transportation Authority
4th Floor
77 Franklin Street
Boston, MA 02110-1510

Re: Commuter Rail Services RFP No. 159-12: Financial/Price Proposal

Dear Mr. Kelley:

The Massachusetts Bay Commuter Railroad Company (MBCR), pursuant to the requirements of the Massachusetts Bay Transportation Authority's (MBTA) Request for Proposals (RFP) for the provision of Commuter Rail Services, is pleased to submit its Financial/Price Proposal for Commuter Rail Services RFP No. 159-12.

Like our Technical Proposal, our Financial/Price Proposal is derived from an evolution to the next level of what we have achieved in our first 10-plus years as your commuter rail partner. In developing this proposal, we identified every possible efficiency and assessed them against these criteria:

- Will it lower our costs and thus our overall price?
- Is it fully faithful to the requirements of the Request for Proposal and the subsequent addenda?
- Will it ultimately improve the customer experience?
- Does it yield increased productivity and efficiency in our management of people and assets?

The goal throughout has been to assure ourselves and you that we are optimizing the investment of scarce taxpayer dollars and fares. To accomplish this we have relied heavily on new but proven technologies, detailed analyses of staff requirements, new processes and approaches for completing work tasks, innovation initiatives, and a quality process that allows to us to continually assess everything we do and improve it on each cycle. We have continued the successful efforts we have pioneered in Boston over the last few years, and we have adopted techniques and best practices used by MBCR's partner companies in other domestic and international settings.

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In building this Financial/Price Proposal, we questioned everything we do and - in some respects - took a blank canvas approach, asking ourselves how we would do things if we were starting today. This was blended with our past experience, grounded in reality, in order to develop this proposal. We have striven to maximize operational efficiency, while still finding innovative ways to improve service reliability and the customer experience. Our highest priority is to offer the MBTA positive change while guaranteeing a smooth transition into the new contract term.

As detailed in the proposal, MBCR's approach for the future will be to:

- Recommit, above all, to the safety of passengers, employees, and equipment;
- Meet all of the requirements set out in the Request for Proposals and the subsequent Addenda;
- More aggressively manage with data systems;
- Increase operational efficiency and decrease headcount, achieved through normal attrition;
- Introduce technological, rider-centered innovations;
- Further improve the current positive trend of on-time performance;
- Significantly exceed the MBTA's 15% DBE requirement;
- Support and continue to strengthen diversity;
- Increase revenue through improved service performance and marketing;
- Find innovative ways for the MBTA to achieve costs savings and increase revenues; and
- Offer investment in critical areas.

The following information is given to provide insight into how we arrived at the Financial/Price Proposal contained in the attached Firm Fixed Price forms:

Key Pricing Assumptions

All pricing assumptions are consistent with the RFP, Addenda, and Questions and Answers issued by the MBTA as part of this Procurement Process. However, to assist you in your review, we are providing the following explanatory remarks concerning the major assumptions that underpin our pricing:

1. Wage Rates:
   As directed by the MBTA in Appendix 1 to Schedule 3.9 "Labor Provisions" (and as confirmed most recently in Addendum 10 answer by the MBTA to question #445), we have based our pricing on the collective bargaining wages rates as of 12/31/2012. We understand that all wage increases between 12/31/2012 and the Agreement Services Commencement Date (07/01/2014) will be compensated as a Service Change for the successful proposer.

2. Efficiencies:
   We have developed a plan to realize efficiencies in the work force, while meeting all RFP requirements and providing safe, on-time, reliable operations. These savings are achievable

through normal forecasted attrition. The headcount efficiencies are detailed by department in the table below:

MBCR RFP ASSUMPTIONS	FY 2013	Year 1 Jul-14	Year 2 Jul-15	Year 3 Jul-16	Year 4 Jul-17	Year 5 Jul-18	Year 6 Jul-19	Year 7 Jul-20	Year 8 Jul-21
MBCR Total Headcount	**1,850**	**1,819**	**1,776**	**1,746**	**1,730**	**1,693**	**1,693**	**1,693**	**1,693**
Cumul Trendline vs FY13		*-1.7%*	*-4.0%*	*-5.6%*	*-6.5%*	*-8.5%*	*-8.5%*	*-8.5%*	*-8.5%*
Transportation	624	608	597	597	597	578	578	578	578
Mechanical	537	536	521	506	491	477	477	477	477
Engineering	532	522	506	492	492	491	491	491	491
Support	157	153	152	151	150	147	147	147	147

3. Wage Increases:
   Our wage increase assumptions are based on the most recent comparable Collective Bargaining Agreements ("CBAs") that have been concluded in the Freight and Passenger Rail industry. We have projected wage increases at rates consistent with the national trends in the industry and at rates sufficient to maintain labor harmony under the current Railway Labor Act.

4. Mobilization:
   As the incumbent, we already have the infrastructure in place to offer a seamless service transition, with no risk of interruption to the MBTA. For this reason, nearly all of our mobilization costs will be focused on delivering the MBTA's requested Commuter Rail IT Environment, improving the use of the asset management software in both Mechanical and Engineering, delivering all of the MBTA-requested ODRLs (including new Quality Assurance plans and procedures), conducting the Initial Joint Audit and the introduction of Life Cycle Maintenance processes in our Mechanical department. We will continue to accelerate the culture change program embedded in the organization over the past several years which has reaped significant improvements in all facets of our Service as well as the customer experience. Our total Mobilization budget equals $8.9 million but could be reduced to $3.6 million should the MBTA consider collaborating with MBCR on changing the required date for all IT-related Mobilization activities. With that change, the required IT improvements would occur throughout the first two years of the new Contract (See MBCR's suggested Modification MOD 9.A).

5. Worcester Line:
   As directed by the MBTA in Schedule 3.2 "Engineering Services" Section 1.1, the Worcester Line Engineering Maintenance was included in the annual Fixed Price. This increase in scope represents an addition of 52 employees to both maintain and enhance this newly acquired asset by the MBTA.

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6. MBTA's New Contract Requirements:
   All new contract requirements requested by the MBTA in the RFP have been included in the Financial/Price Proposal submitted by MBCR. For example, MBCR has taken into account new Transportation requirements (e.g., management headcount requested, service recovery trains), new Mechanical requirements (e.g., Life Cycle Maintenance approach, additional cleaning requirements, asset management software enhancements), new Engineering requirements (e.g., increase in rail grinding budget, increase in number of ties installed, implementation of linear asset modules in our Asset Management Software, bridge timbers replacements, rolling stock support equipment funds), and other new requirements included in Schedule 3 of the RFP.

7. MBCR's Additional Initiatives Included in the Fixed Price:
   MBCR has included many new initiatives that are geared toward improving safety, operational efficiency, customer service, and growing ridership and revenue including (but not limited to): Behavior-based safety training, World-Class Operations and Maintenance, Reliability Centered Maintenance, RTC simulation model, new Asset Management modules for Mechanical and Engineering, a zoned management structure for direct and increased accountability, automated passenger counting technology, training simulators, new easily understandable signage for stations, an online KPI dashboard to enhance performance measurement and quality assurance, extended outreach sessions and partnerships (DBE and EEO), and a "Training Center of Excellence" in Readville, among others.

Analysis of Cost Proposal

The MBCR Financial/Price Proposal offers the MBTA substantial opportunities for financial savings over the course of the Agreement Services Period, even as service improvements are realized. The efficiencies we plan to produce are staggered throughout the initial 8-year Base Contract period, and will enable MBCR to offer the lowest possible year-over-year increases throughout the life of the contract.

Our proposed Year 1 Net Annual Fee for FY15 equals $310 million, and **represents a decrease of approximately $4 million** versus the current Extension Year FY14 Fixed Price, once adjusting for the Engineering change in scope relating to Worcester.

MBCR is pleased to offer to the MBTA a Financial/Price Proposal in which **year-over-year increases throughout the life of the Base Contract average only 1.9%,** as displayed below:

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Net Annual Fee Year-On-Year Increase		*2.9%*	*2.8%*	*2.6%*	*2.3%*	*2.0%*	*0.3%*	*0.5%*
NET ANNUAL FEE	$310,044,700	$319,174,232	$328,184,372	$336,764,192	$344,470,381	$351,313,388	$352,517,332	$354,424,722

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By comparison, the rate chosen by the MBTA for evaluation purposes (and as indicated in Appendix C of Addendum 10 of the MBTA Commuter Rail Procurement), which is "based on historical 10-year averages for several indexes" as per the RFP, equals 3.477%.

Per our calculations, using an identical Net Annual Fee in Year 1 of the contract, the Financial/Price Proposal offered by MBCR for the Base Contract, with its 1.9% average annual increase period, **will save the MBTA a total of $107 million when compared to using the 3.477% historical 10-year average for several indexes referenced by the MBTA in the Addendum 10 of the RFP.**

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	TOTAL
Net Annual Fee Year-On-Year Increase		*2.9%*	*2.8%*	*2.6%*	*2.3%*	*2.0%*	*0.3%*	*0.5%*	*1.9%*
NET ANNUAL FEE proposed by MBCR	$310,044,700	$319,174,232	$328,184,372	$336,764,192	$344,470,381	$351,313,388	$352,517,332	$354,424,722	$2,696,893,320
Net Annual Fee Year-On-Year Increase		*3.477%*	*3.477%*	*3.477%*	*3.477%*	*3.477%*	*3.477%*	*3.477%*	*3.477%*
NET ANNUAL FEE with the 3.477% historical average of indexes chosen by MBTA	$310,044,700	$320,824,954	$331,980,038	$343,522,984	$355,467,278	$367,826,875	$380,616,216	$393,850,241	$2,804,133,286
SAVINGS ACHIEVED BY THE MBTA	$0	$1,650,722	$3,795,665	$6,758,792	$10,996,896	$16,513,487	$28,098,884	$39,425,519	$107,239,966

Suggested Modifications

As requested in the RFP, MBCR has provided a comprehensive list of additional possible efficiencies that could be realized by the MBTA (see MBCR's Suggested Modifications Binder). These Suggested Modifications could enable the MBTA to achieve additional significant savings over the next 12 years. Included among them are:

- Changes to insurance provisions to reduce risk exposure and cost (up to $8.4 million of possible savings over 12 years)
- Changes to proposed performance penalty deduction provisions (up to $60 million of possible savings over 12 years). Although we have great confidence that we will meet your higher expectations, MBCR has included in this Financial/Price Proposal an amount of money to assure our compliance with the more rigorous penalty regime.
- Change in proposed Information Technology (IT) Service Level Credits/Deductions (up to $9 million of possible savings over 12 years)
- Shortening of payment terms to reduce carrying costs (up to $4.8 million of possible savings over 12 years)

- Removal of restrictive contract provisions that limit the Operator's decision making and are inconsistent with a fixed price contract structure (up to $3.6 million of possible savings over 12 years)

Proposed Investments and Value-adds outside of the Net Annual Fee

In our Technical Proposal, we have identified a number of specific projects and programs which MBCR is prepared to finance, develop, and manage, with your concurrence. Each of these measures is consistent with your vision to enhance the customer experience, reduce costs, or increase revenue. Some of the included initiatives are:

- A new Southside maintenance facility to reduce the demand on BET and reduce the time and staffing requirements to move rolling stock in for inspections, servicing and repairs;
- The acquisition of four 2-car train sets of diesel-multiple-unit trains which will allow for more and faster service to closer-in lines and more express service to exurban stations;
- A marketing program to drive additional revenue through more frequent use by existing customers and by attracting additional, new commuter rail riders;
- A cell phone-based app loyalty program to reward customers for traveling on the commuter rail network; and
- A software application to assist engineers to operate trains in ways that improve fuel usage.

This Financial/Price Proposal and the Technical Proposal it supports, is designed to make the most efficient use of the MBTA's commuter rail expenditures and provide a maximum return on the MBTA's significant financial commitment to commuter rail in eastern Massachusetts. We believe that this is, ultimately, what the RFP for Commuter Rail Services is all about.

Thank you for the opportunity to submit this Financial/Price Proposal and we look forward to discussing the details of our plan with you. If you require clarification on any aspect of this Financial/Price Proposal, please do not hesitate to contact me.

Sincerely,

Ronald J. Hartman
Director and Authorized Representative

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$289,441.69	$0	31%	$0	$ 378,412
Chief Engineer	Direct Labor	1	1	$151,772.70	$0	36%	$0	$ 206,284
Chief Transportation Officer	Direct Labor	1	1	$162,613.61	$0	35%	$0	$ 219,839
Customer Service Manager	Direct Labor	1	1	$178,063.10	$0	34%	$0	$ 239,155
Chief Mechanical Officer	Direct Labor	1	1	$162,613.61	$0	35%	$0	$ 219,839
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$159,633.86	$0	35%	$0	$ 216,113
Manager - Safety	Direct Labor	1	1	$151,775.76	$0	36%	$0	$ 206,288
Manager - Quality	Direct Labor	1	1	$122,623.14	$0	39%	$0	$ 169,839
Legal and Compliance	Direct Labor	3	1	$131,137.61	$0	38%	$0	$ 541,453
Other Managers	Direct Labor	7	1	$78,815.58	$0	46%	$0	$ 805,463
Accounts/Payroll	Direct Labor	12	1	$81,087.10	$0	45%	$0	$ 1,414,875
IT, Data Analysis & Reporting	Direct Labor	11	1	$101,704.00	$0	41%	$0	$ 1,580,519
Planning and Performance Monitoring/Management	Direct Labor	1	1	$158,388.22	$0	35%	$0	$ 214,556
Sales/Marketing/Publicity	Direct Labor	1	1	$81,306.29	$0	45%	$0	$ 118,180
Labor Relations / Equal Op & Div	Direct Labor	5	1	$96,446.78	$0	42%	$0	$ 685,552
Human Resources and Training & Qualification	Direct Labor	14	1	$71,676.46	$0	48%	$0	$ 1,485,962
Safety and Security	Direct Labor	5	1	$76,576.31	$0	47%	$0	$ 561,332
Claims Management	Direct Labor	2	1	$105,519.25	$0	41%	$0	$ 296,908
Contracts and Procurement	Direct Labor	7	1	$77,817.23	$0	46%	$0	$ 796,725
Environmental Engineering	Direct Labor	2	1	$70,619.69	$0	48%	$0	$ 209,638
Materials Management	Direct Labor	1	1	$74,812.38	$0	47%	$0	$ 110,061
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	34	2,080	$23.97	$437,847	55%	$0	$ 3,035,951
Claims and Insurance	Service	-	-	$0.00	$0	0%	$5,807,372	$ 5,807,372
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,191,205	$ 3,191,205
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,415,966	$ 1,415,966
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$242,402	$ 242,402
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,517,520	$ 1,517,520
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$2,166,204	$ 2,166,204
General & Administrative	Service	-	-	$0.00	$0	0%	$5,905,613	$ 5,905,613
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$6,997,781	$ 6,997,781
Sub Total - Admin/HR		**113**						**$ 40,957,009**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$71,084.52	$0	48%	$0	$ 948,600
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	36	2,080	$24.02	$439,149	55%	$0	$ 3,243,771
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -

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	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$22,393	$ 22,393
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$217,231	$ 217,231
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**45**						**$ 4,431,995**
Transportation Services								
Management	Direct Labor	15	1	$93,036.63	$0	43%	$0	$ 1,992,701
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$116,631.35	$0	39%	$0	$ 974,083
Rules Examiners	Direct Labor	2	1	$84,201.22	$0	45%	$0	$ 243,600
Engineers/Drivers	Direct Labor	154	2,198	$39.68	$6,216,423	40%	$0	$ 25,076,621
Conductors	Direct Labor	141	2,209	$32.14	$3,459,156	45%	$0	$ 18,060,292
Asst Conductors	Direct Labor	198	2,312	$26.33	$4,139,912	50%	$0	$ 22,149,112
Trainee Drivers	Direct Labor	12	2,198	$24.79	$286,287	53%	$0	$ 1,250,993
Crew Dispatcher	Direct Labor	26	2,080	$26.41	$348,225	52%	$0	$ 2,524,871
Train Dispatch / Trainmasters	Direct Labor	49	2,080	$34.50	$305,157	44%	$0	$ 5,377,458
Road Foremen / Block Operator	Direct Labor	5	1	$102,201.48	$0	41%	$0	$ 721,528
Train Crew Utilization/Rostering	Direct Labor	2	1	$84,979.37	$0	44%	$0	$ 245,545
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**610**						**$ 78,616,804**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$101,975.11	$0	41%	$0	$ 4,464,698
Technical Services, Quality, Special Projects	Direct Labor	8	1	$99,452.86	$0	42%	$0	$ 1,126,952
Fitters/Mechanics	Direct Labor	91	2,080	$26.42	$3,058,518	53%	$0	$ 10,663,023
Electricians	Direct Labor	96	2,080	$27.56	$2,915,034	51%	$0	$ 11,238,040
Foremen	Direct Labor	56	2,080	$30.66	$1,942,752	48%	$0	$ 7,278,297
Laborer/Other	Direct Labor	174	2,080	$25.67	$4,849,935	54%	$0	$ 19,171,852
Cleaning	Direct Labor	80	2,080	$20.25	$1,717,022	64%	$0	$ 7,218,265
Locos	Materials	-	-	$0.00	$0	0%	$8,269,456	$ 8,269,456
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,584,205	$ 2,584,205
Trailers	Materials	-	-	$0.00	$0	0%	$5,685,251	$ 5,685,251
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,479,963	$ 3,479,963
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$765,366	$ 765,366
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$267,115	$ 267,115
Spare	Spare							$ -
Sub Total - Mechanical Services		**536**						**$ 82,212,483**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	8	1	$90,320.64	$0	43%	$0	$ 1,035,608

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	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Force Account - Construction, Project Management	Direct Labor	2	1	$101,760.13	$0	41%	$0	$ 287,507
Surveys, Track Geom, Plans & Docs	Direct Labor	6	1	$74,954.07	$0	47%	$0	$ 661,429
Track and Work Equipment	Direct Labor	12	1	$87,051.19	$0	44%	$0	$ 1,504,358
Communications & Signalling	Direct Labor	15	1	$90,558.75	$0	43%	$0	$ 1,946,230
Bridges, Buildings & Structures	Direct Labor	8	1	$83,956.74	$0	45%	$0	$ 971,953
Facilities	Direct Labor	4	1	$93,832.40	$0	43%	$0	$ 535,367
Administration	Direct Labor	7	2,080	$24.26	$83,477	55%	$0	$ 615,363
Trackman / Laborer	Direct Labor	30	2,080	$23.45	$396,711	57%	$0	$ 2,688,138
Asst Foreman Track	Direct Labor	28	2,080	$26.40	$417,852	53%	$0	$ 2,765,586
Foreman Track	Direct Labor	27	2,080	$28.42	$434,308	50%	$0	$ 2,835,927
Foreman II	Direct Labor	14	2,080	$30.29	$475,876	49%	$0	$ 1,786,062
Welding Foreman	Direct Labor	6	2,080	$28.92	$94,689	50%	$0	$ 616,412
Welders	Direct Labor	14	2,080	$26.68	$203,805	52%	$0	$ 1,346,292
Work Equipment Operator	Direct Labor	38	2,080	$26.49	$563,797	52%	$0	$ 3,729,216
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$31.18	$180,898	47%	$0	$ 1,022,413
Roadway Mechanic	Direct Labor	4	2,080	$30.21	$148,286	49%	$0	$ 506,625
Truck Driver	Direct Labor	27	2,080	$25.37	$387,632	54%	$0	$ 2,585,329
B&B Mechanic	Direct Labor	46	2,080	$25.93	$679,180	53%	$0	$ 4,510,778
B&B Foreman	Direct Labor	25	2,080	$29.00	$411,495	50%	$0	$ 2,677,434
Watchman	Direct Labor	9	2,080	$23.46	$115,230	57%	$0	$ 780,721
Machinist	Direct Labor	26	2,080	$26.53	$867,301	53%	$0	$ 3,021,587
Electrician	Direct Labor	35	2,080	$29.03	$1,118,237	49%	$0	$ 4,276,415
Sheet Metal Worker	Direct Labor	9	2,080	$26.50	$304,946	54%	$0	$ 1,099,990
Asst Foreman NY	Direct Labor	19	2,080	$31.61	$387,127	47%	$0	$ 2,183,304
Night Test Foreman	Direct Labor	2	2,080	$34.72	$44,772	44%	$0	$ 248,947
Signal Maintainer	Direct Labor	55	2,080	$27.98	$1,009,979	50%	$0	$ 5,811,843
Signal Operations	Direct Labor	20	2,080	$24.39	$314,490	55%	$0	$ 1,855,876
Drawbridge Operations	Direct Labor	7	2,080	$24.35	$93,005	55%	$0	$ 625,388
Radio System Maintenance	Direct Labor	6	2,080	$32.88	$210,813	46%	$0	$ 791,898
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,385,730	$ 1,385,730
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$15,570	$ 15,570
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,498,282	$ 1,498,282
Depot Maintenance	Service	-	-	$0.00	$0	0%	$4,544,600	$ 4,544,600
Rolling stock support equipment replacement plan	Major maintenanc	-	-	$0.00	$0	0%	$207,600	$ 207,600
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,559,730	$ 1,559,730
Maintenance of Way (Planned Work)	Major maintenanc	-	-	$0.00	$0	0%	$8,751,179	$ 8,751,179
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$447,898	$ 447,898
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$2,438,172	$ 2,438,172
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$521,531	$ 521,531
Spare	Spare							$ -
Sub Total - Engineering Services		**515**						**$ 76,694,284**

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Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Environmental Services and Utilities								
Electricity	Utilities	-	-	$ -	$ -	-	$ 7,367,190	$ 7,367,190
Water/Sewerage	Utilities	-	-	$ -	$ -	-	$ 361,194	$ 361,194
Waste/Trash Removal	Service	-	-	$ -	$ -	-	$ 583,139	$ 583,139
Winterisation	Service	-	-	$ -	$ -	-	$ -	$ -
Gas	Utilities	-	-	$ -	$ -	-	$ 1,140,003	$ 1,140,003
Heating Fuel	Utilities	-	-	$ -	$ -	-	$ 117,883	$ 117,883
Environmental Subcontractor	Service	-	-	$ -	$ -	-	$ 2,428,085	$ 2,428,085
Sub Total - Environmental Services and Utilities		-						**$ 11,997,495**
Station and Security - General								
Station Security	Service	-	-	$ -	$ -	-	$ -	$ -
Depot Security	Service	-	-	$ -	$ -	-	$ 1,721	$ 1,721
Safety expenses & Other	Materials	-	-	$ -	$ -	-	$ 368,875	$ 368,875
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 370,596**
Sub Total - Net Annual Fee (before Profit)		**1,819**						**$ 295,280,667**
Profit								
Profit	Profit						$ 14,764,033	$ 14,764,033
Net Annual Fee							**Year 1:**	**$ 310,044,700**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$298,041.65	$0	31%	$0	$ 389,958
Chief Engineer	Direct Labor	1	1	$156,282.21	$0	36%	$0	$ 212,716
Chief Transportation Officer	Direct Labor	1	1	$167,445.22	$0	35%	$0	$ 226,673
Customer Service Manager	Direct Labor	1	1	$183,353.75	$0	34%	$0	$ 246,564
Chief Mechanical Officer	Direct Labor	1	1	$167,445.22	$0	35%	$0	$ 226,673
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$164,376.94	$0	36%	$0	$ 222,837
Manager - Safety	Direct Labor	1	1	$156,285.36	$0	36%	$0	$ 212,720
Manager - Quality	Direct Labor	1	1	$126,266.54	$0	39%	$0	$ 175,187
Legal and Compliance	Direct Labor	3	1	$135,034.00	$0	38%	$0	$ 558,448
Other Managers	Direct Labor	7	1	$81,157.37	$0	46%	$0	$ 831,512
Accounts/Payroll	Direct Labor	12	1	$83,496.38	$0	46%	$0	$ 1,460,542
IT, Data Analysis & Reporting	Direct Labor	11	1	$104,725.85	$0	42%	$0	$ 1,630,806
Planning and Performance Monitoring/Management	Direct Labor	1	1	$163,094.29	$0	36%	$0	$ 221,233
Sales/Marketing/Publicity	Direct Labor	1	1	$83,722.08	$0	46%	$0	$ 121,994
Labor Relations / Equal Op & Div	Direct Labor	5	1	$99,312.42	$0	42%	$0	$ 707,433
Human Resources and Training & Qualification	Direct Labor	14	1	$73,806.13	$0	48%	$0	$ 1,534,346
Safety and Security	Direct Labor	5	1	$78,851.56	$0	47%	$0	$ 579,522
Claims Management	Direct Labor	2	1	$108,654.47	$0	41%	$0	$ 306,334
Contracts and Procurement	Direct Labor	7	1	$80,129.35	$0	47%	$0	$ 822,514
Environmental Engineering	Direct Labor	2	1	$72,717.95	$0	49%	$0	$ 216,471
Materials Management	Direct Labor	1	1	$77,035.22	$0	48%	$0	$ 113,633
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	34	2,080	$24.80	$445,333	55%	$0	$ 3,157,839
Claims and Insurance	Service	-	-	$0.00	$0	0%	$6,146,603	$ 6,146,603
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,267,052	$ 3,267,052
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,448,533	$ 1,448,533
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$294,025	$ 294,025
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,552,423	$ 1,552,423
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$2,669,326	$ 2,669,326
General & Administrative	Service	-	-	$0.00	$0	0%	$6,050,696	$ 6,050,696
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$10,422,412	$ 10,422,412
Sub Total - Admin/HR		**113**						**$ 46,027,025**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$73,196.60	$0	49%	$0	$ 979,506
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	36	2,080	$24.99	$442,013	55%	$0	$ 3,325,060
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$22,909	$ 22,909

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Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$225,920	$ 225,920
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**45**						**$ 4,553,395**
Transportation Services								
Management	Direct Labor	15	1	$95,800.95	$0	43%	$0	$ 2,056,444
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$120,096.73	$0	39%	$0	$ 1,004,840
Rules Examiners	Direct Labor	2	1	$86,703.03	$0	45%	$0	$ 251,442
Engineers/Drivers	Direct Labor	151	2,198	$40.71	$6,205,791	40%	$0	$ 25,217,830
Conductors	Direct Labor	141	2,209	$33.01	$3,507,507	46%	$0	$ 18,520,972
Asst Conductors	Direct Labor	191	2,312	$27.47	$4,121,727	50%	$0	$ 22,248,788
Trainee Drivers	Direct Labor	12	2,198	$25.38	$290,793	53%	$0	$ 1,281,221
Crew Dispatcher	Direct Labor	26	2,080	$27.19	$349,675	52%	$0	$ 2,587,382
Train Dispatch / Trainmasters	Direct Labor	48	2,080	$35.52	$293,461	44%	$0	$ 5,417,227
Road Foremen / Block Operator	Direct Labor	5	1	$105,238.11	$0	41%	$0	$ 744,478
Train Crew Utilization/Rostering	Direct Labor	2	1	$87,504.29	$0	45%	$0	$ 253,446
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**599**						**$ 79,584,070**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$105,005.02	$0	42%	$0	$ 4,606,727
Technical Services, Quality, Special Projects	Direct Labor	8	1	$102,407.82	$0	42%	$0	$ 1,162,855
Fitters/Mechanics	Direct Labor	90	2,080	$27.14	$3,072,817	53%	$0	$ 10,836,091
Electricians	Direct Labor	92	2,080	$28.38	$2,811,839	51%	$0	$ 11,042,307
Foremen	Direct Labor	55	2,080	$31.52	$1,902,396	49%	$0	$ 7,258,841
Laborer/Other	Direct Labor	165	2,080	$26.41	$4,639,908	55%	$0	$ 18,662,656
Cleaning	Direct Labor	80	2,080	$20.99	$1,735,375	64%	$0	$ 7,432,896
Locos	Materials	-	-	$0.00	$0	0%	$8,398,022	$ 8,398,022
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,624,382	$ 2,624,382
Trailers	Materials	-	-	$0.00	$0	0%	$5,773,640	$ 5,773,640
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,616,231	$ 3,616,231
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$784,500	$ 784,500
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$273,793	$ 273,793
Spare	Spare							$ -
Sub Total - Mechanical Services		**521**						**$ 82,472,943**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$95,006.88	$0	43%	$0	$ 952,724
Force Account - Construction, Project Management	Direct Labor	2	1	$104,783.65	$0	42%	$0	$ 296,655
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$79,336.43	$0	47%	$0	$ 582,553

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Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track and Work Equipment	Direct Labor	12	1	$89,637.67	$0	44%	$0	$ 1,552,684
Communications & Signalling	Direct Labor	15	1	$93,249.46	$0	44%	$0	$ 2,008,592
Bridges, Buildings & Structures	Direct Labor	8	1	$86,451.28	$0	45%	$0	$ 1,003,251
Facilities	Direct Labor	4	1	$96,620.37	$0	43%	$0	$ 552,483
Administration	Direct Labor	6	2,080	$24.95	$77,406	55%	$0	$ 582,526
Trackman / Laborer	Direct Labor	30	2,080	$24.35	$401,393	57%	$0	$ 2,778,640
Asst Foreman Track	Direct Labor	24	2,080	$27.15	$360,840	53%	$0	$ 2,444,278
Foreman Track	Direct Labor	27	2,080	$29.22	$435,044	51%	$0	$ 2,906,900
Foreman II	Direct Labor	13	2,080	$31.13	$461,224	49%	$0	$ 1,763,198
Welding Foreman	Direct Labor	6	2,080	$29.73	$94,849	50%	$0	$ 631,810
Welders	Direct Labor	14	2,080	$27.43	$204,156	53%	$0	$ 1,380,221
Work Equipment Operator	Direct Labor	38	2,080	$27.28	$565,572	53%	$0	$ 3,827,662
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$32.04	$182,315	47%	$0	$ 1,048,451
Roadway Mechanic	Direct Labor	4	2,080	$31.04	$150,244	49%	$0	$ 519,075
Truck Driver	Direct Labor	27	2,080	$26.05	$387,732	54%	$0	$ 2,647,693
B&B Mechanic	Direct Labor	41	2,080	$26.77	$612,077	53%	$0	$ 4,157,232
B&B Foreman	Direct Labor	25	2,080	$29.82	$412,189	50%	$0	$ 2,744,296
Watchman	Direct Labor	9	2,080	$24.22	$115,915	57%	$0	$ 803,308
Machinist	Direct Labor	25	2,080	$27.26	$871,818	53%	$0	$ 3,072,211
Electrician	Direct Labor	34	2,080	$29.86	$1,091,562	50%	$0	$ 4,252,553
Sheet Metal Worker	Direct Labor	9	2,080	$27.24	$297,782	55%	$0	$ 1,087,970
Asst Foreman NY	Direct Labor	19	2,080	$32.48	$390,159	47%	$0	$ 2,238,846
Night Test Foreman	Direct Labor	2	2,080	$35.69	$45,122	44%	$0	$ 255,234
Signal Maintainer	Direct Labor	52	2,080	$28.76	$963,523	51%	$0	$ 5,642,606
Signal Operations	Direct Labor	20	2,080	$25.37	$320,761	55%	$0	$ 1,922,504
Drawbridge Operations	Direct Labor	7	2,080	$25.44	$94,668	55%	$0	$ 649,520
Radio System Maintenance	Direct Labor	6	2,080	$33.80	$211,570	46%	$0	$ 809,444
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,438,388	$ 1,438,388
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$16,162	$ 16,162
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,555,216	$ 1,555,216
Depot Maintenance	Service	-	-	$0.00	$0	0%	$4,670,392	$ 4,670,392
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$215,489	$ 215,489
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,619,000	$ 1,619,000
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$9,083,723	$ 9,083,723
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$332,098	$ 332,098
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$2,549,556	$ 2,549,556
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$541,349	$ 541,349
Spare	Spare							$ -
Sub Total - Engineering Services		**499**						**$ 77,136,489**
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$7,574,325	$ 7,574,325

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Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 2 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$374,739	$ 374,739
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$602,076	$ 602,076
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,182,754	$ 1,182,754
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$122,304	$ 122,304
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,519,278	$ 2,519,278
Sub Total - Environmental Services and Utilities		-						**$ 12,375,475**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$1,790	$ 1,790
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$383,630	$ 383,630
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 385,420**
Sub Total - Net Annual Fee (before Profit)		**1,776**						**$ 302,534,817**
Profit								
Profit	Profit						$ 16,639,415	$ 16,639,415
Net Annual Fee							**Year 2:**	**$ 319,174,232**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$306,982.90	$0	31%	$0	$ 402,049
Chief Engineer	Direct Labor	1	1	$160,970.67	$0	36%	$0	$ 219,490
Chief Transportation Officer	Direct Labor	1	1	$172,468.58	$0	36%	$0	$ 233,866
Customer Service Manager	Direct Labor	1	1	$188,854.36	$0	35%	$0	$ 254,353
Chief Mechanical Officer	Direct Labor	1	1	$172,468.58	$0	36%	$0	$ 233,866
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$169,308.25	$0	36%	$0	$ 229,914
Manager - Safety	Direct Labor	1	1	$160,973.92	$0	36%	$0	$ 219,494
Manager - Quality	Direct Labor	1	1	$130,054.54	$0	39%	$0	$ 180,835
Legal and Compliance	Direct Labor	3	1	$139,085.02	$0	38%	$0	$ 576,378
Other Managers	Direct Labor	7	1	$83,592.09	$0	47%	$0	$ 859,203
Accounts/Payroll	Direct Labor	12	1	$86,001.27	$0	46%	$0	$ 1,509,066
IT, Data Analysis & Reporting	Direct Labor	11	1	$107,867.63	$0	42%	$0	$ 1,684,045
Planning and Performance Monitoring/Management	Direct Labor	1	1	$167,987.11	$0	36%	$0	$ 228,262
Sales/Marketing/Publicity	Direct Labor	1	1	$86,233.75	$0	46%	$0	$ 126,046
Labor Relations / Equal Op & Div	Direct Labor	5	1	$102,291.80	$0	43%	$0	$ 730,618
Human Resources and Training & Qualification	Direct Labor	14	1	$76,020.31	$0	49%	$0	$ 1,585,868
Safety and Security	Direct Labor	5	1	$81,217.11	$0	47%	$0	$ 598,869
Claims Management	Direct Labor	2	1	$111,914.10	$0	41%	$0	$ 316,309
Contracts and Procurement	Direct Labor	7	1	$82,533.23	$0	47%	$0	$ 849,936
Environmental Engineering	Direct Labor	2	1	$74,899.49	$0	49%	$0	$ 223,750
Materials Management	Direct Labor	1	1	$79,346.27	$0	48%	$0	$ 117,435
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	33	2,080	$25.67	$442,576	56%	$0	$ 3,205,349
Claims and Insurance	Service	-	-	$0.00	$0	0%	$7,203,611	$ 7,203,611
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,344,736	$ 3,344,736
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,481,850	$ 1,481,850
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$253,681	$ 253,681
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,588,129	$ 1,588,129
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$3,149,805	$ 3,149,805
General & Administrative	Service	-	-	$0.00	$0	0%	$6,192,158	$ 6,192,158
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$9,313,694	$ 9,313,694
Sub Total - Admin/HR		**112**						**$ 47,112,663**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$75,392.50	$0	49%	$0	$ 1,012,422
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	35	2,080	$26.02	$444,597	55%	$0	$ 3,410,124
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$23,435	$ 23,435

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Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$234,957	$ 234,957
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,680,939**
Transportation Services								
Management	Direct Labor	15	1	$98,674.98	$0	44%	$0	$ 2,124,021
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$123,699.63	$0	40%	$0	$ 1,037,338
Rules Examiners	Direct Labor	2	1	$89,304.12	$0	45%	$0	$ 259,770
Engineers/Drivers	Direct Labor	151	2,198	$41.87	$6,332,897	41%	$0	$ 25,927,791
Conductors	Direct Labor	141	2,209	$33.97	$3,567,040	46%	$0	$ 19,055,226
Asst Conductors	Direct Labor	191	2,312	$28.66	$4,249,468	50%	$0	$ 23,158,742
Trainee Drivers	Direct Labor	12	2,198	$26.07	$296,526	54%	$0	$ 1,317,379
Crew Dispatcher	Direct Labor	26	2,080	$28.04	$352,737	52%	$0	$ 2,665,776
Train Dispatch / Trainmasters	Direct Labor	48	2,080	$36.64	$287,987	45%	$0	$ 5,583,691
Road Foremen / Block Operator	Direct Labor	5	1	$108,395.26	$0	42%	$0	$ 768,773
Train Crew Utilization/Rostering	Direct Labor	2	1	$90,129.42	$0	45%	$0	$ 261,834
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**599**						**$ 82,160,343**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$108,155.17	$0	42%	$0	$ 4,757,090
Technical Services, Quality, Special Projects	Direct Labor	8	1	$105,480.06	$0	42%	$0	$ 1,200,879
Fitters/Mechanics	Direct Labor	86	2,080	$27.96	$2,942,650	54%	$0	$ 10,614,208
Electricians	Direct Labor	88	2,080	$29.29	$2,718,904	52%	$0	$ 10,866,992
Foremen	Direct Labor	52	2,080	$32.62	$1,825,598	49%	$0	$ 7,105,699
Laborer/Other	Direct Labor	161	2,080	$27.22	$4,568,670	55%	$0	$ 18,715,434
Cleaning	Direct Labor	80	2,080	$21.76	$1,754,577	64%	$0	$ 7,665,943
Locos	Materials	-	-	$0.00	$0	0%	$8,641,353	$ 8,641,353
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,700,423	$ 2,700,423
Trailers	Materials	-	-	$0.00	$0	0%	$5,940,930	$ 5,940,930
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,627,496	$ 3,627,496
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$804,113	$ 804,113
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$280,638	$ 280,638
Spare	Spare							$ -
Sub Total - Mechanical Services		**506**						**$ 82,921,197**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$97,857.08	$0	44%	$0	$ 984,052
Force Account - Construction, Project Management	Direct Labor	2	1	$107,927.16	$0	42%	$0	$ 306,339
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$81,716.52	$0	47%	$0	$ 601,991

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Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track and Work Equipment	Direct Labor	12	1	$92,326.80	$0	45%	$0	$ 1,603,972
Communications & Signalling	Direct Labor	15	1	$96,046.94	$0	44%	$0	$ 2,074,734
Bridges, Buildings & Structures	Direct Labor	8	1	$89,044.82	$0	46%	$0	$ 1,036,487
Facilities	Direct Labor	4	1	$99,518.99	$0	43%	$0	$ 570,627
Administration	Direct Labor	6	2,080	$25.70	$77,998	55%	$0	$ 599,768
Trackman / Laborer	Direct Labor	30	2,080	$25.21	$406,098	57%	$0	$ 2,868,001
Asst Foreman Track	Direct Labor	24	2,080	$27.99	$363,629	53%	$0	$ 2,514,320
Foreman Track	Direct Labor	27	2,080	$30.12	$438,387	51%	$0	$ 2,989,538
Foreman II	Direct Labor	13	2,080	$32.08	$454,354	50%	$0	$ 1,772,984
Welding Foreman	Direct Labor	6	2,080	$30.65	$95,577	50%	$0	$ 649,739
Welders	Direct Labor	13	2,080	$28.27	$205,732	53%	$0	$ 1,419,727
Work Equipment Operator	Direct Labor	38	2,080	$28.14	$570,326	53%	$0	$ 3,939,429
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$33.01	$184,122	48%	$0	$ 1,078,053
Roadway Mechanic	Direct Labor	4	2,080	$31.98	$150,217	49%	$0	$ 530,631
Truck Driver	Direct Labor	27	2,080	$26.81	$390,218	55%	$0	$ 2,721,007
B&B Mechanic	Direct Labor	32	2,080	$27.64	$474,025	54%	$0	$ 3,285,652
B&B Foreman	Direct Labor	25	2,080	$30.74	$415,351	50%	$0	$ 2,822,146
Watchman	Direct Labor	9	2,080	$25.01	$117,007	58%	$0	$ 827,671
Machinist	Direct Labor	24	2,080	$28.09	$837,207	53%	$0	$ 3,017,535
Electrician	Direct Labor	34	2,080	$30.76	$1,099,981	50%	$0	$ 4,362,148
Sheet Metal Worker	Direct Labor	9	2,080	$28.04	$302,548	55%	$0	$ 1,118,454
Asst Foreman NY	Direct Labor	19	2,080	$33.46	$394,025	47%	$0	$ 2,301,990
Night Test Foreman	Direct Labor	2	2,080	$36.77	$45,569	45%	$0	$ 262,381
Signal Maintainer	Direct Labor	49	2,080	$29.63	$918,163	51%	$0	$ 5,475,713
Signal Operations	Direct Labor	20	2,080	$26.25	$325,341	55%	$0	$ 1,984,753
Drawbridge Operations	Direct Labor	7	2,080	$26.45	$96,226	55%	$0	$ 672,847
Radio System Maintenance	Direct Labor	6	2,080	$34.82	$213,201	46%	$0	$ 830,057
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,493,046	$ 1,493,046
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$16,776	$ 16,776
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,614,314	$ 1,614,314
Depot Maintenance	Service	-	-	$0.00	$0	0%	$4,733,051	$ 4,733,051
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$223,677	$ 223,677
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,680,522	$ 1,680,522
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$9,604,322	$ 9,604,322
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$27,675	$ 27,675
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$2,666,671	$ 2,666,671
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$561,920	$ 561,920
Spare	Spare							$ -
Sub Total - Engineering Services		**484**						**$ 77,844,718**
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$9,132,951	$ 9,132,951
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$388,792	$ 388,792

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Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$621,659	$ 621,659
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,603,001	$ 1,603,001
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$126,890	$ 126,890
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,613,912	$ 2,613,912
Sub Total - Environmental Services and Utilities		-						**$ 14,487,203**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$1,861	$ 1,861
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$398,975	$ 398,975
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 400,837**
Sub Total - Net Annual Fee (before Profit)		**1,746**						**$ 309,607,898**
Profit								
Profit	Profit						$ 18,576,474	$ 18,576,474
Net Annual Fee							**Year 3:**	**$ 328,184,372**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 4 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$316,192.39	$0	31%	$0	$ 414,608
Chief Engineer	Direct Labor	1	1	$165,799.79	$0	37%	$0	$ 226,573
Chief Transportation Officer	Direct Labor	1	1	$177,642.63	$0	36%	$0	$ 241,380
Customer Service Manager	Direct Labor	1	1	$194,520.00	$0	35%	$0	$ 262,481
Chief Mechanical Officer	Direct Labor	1	1	$177,642.63	$0	36%	$0	$ 241,380
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$174,387.50	$0	36%	$0	$ 237,310
Manager - Safety	Direct Labor	1	1	$165,803.14	$0	37%	$0	$ 226,577
Manager - Quality	Direct Labor	1	1	$133,956.18	$0	39%	$0	$ 186,758
Legal and Compliance	Direct Labor	3	1	$143,257.57	$0	38%	$0	$ 595,164
Other Managers	Direct Labor	7	1	$86,099.85	$0	47%	$0	$ 888,466
Accounts/Payroll	Direct Labor	12	1	$88,581.31	$0	47%	$0	$ 1,560,315
IT, Data Analysis & Reporting	Direct Labor	11	1	$111,103.66	$0	42%	$0	$ 1,740,046
Planning and Performance Monitoring/Management	Direct Labor	1	1	$173,026.73	$0	36%	$0	$ 235,608
Sales/Marketing/Publicity	Direct Labor	1	1	$88,820.76	$0	47%	$0	$ 130,326
Labor Relations / Equal Op & Div	Direct Labor	5	1	$105,360.55	$0	43%	$0	$ 755,027
Human Resources and Training & Qualification	Direct Labor	14	1	$78,300.92	$0	50%	$0	$ 1,640,418
Safety and Security	Direct Labor	5	1	$83,653.62	$0	48%	$0	$ 619,326
Claims Management	Direct Labor	2	1	$115,271.52	$0	42%	$0	$ 326,794
Contracts and Procurement	Direct Labor	7	1	$85,009.23	$0	48%	$0	$ 878,921
Environmental Engineering	Direct Labor	2	1	$77,146.48	$0	50%	$0	$ 231,459
Materials Management	Direct Labor	1	1	$81,726.66	$0	49%	$0	$ 121,456
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	34	2,080	$26.50	$449,999	56%	$0	$ 3,335,007
Claims and Insurance	Service	-	-	$0.00	$0	0%	$7,400,457	$ 7,400,457
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,424,304	$ 3,424,304
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,515,932	$ 1,515,932
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$307,706	$ 307,706
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,624,656	$ 1,624,656
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$3,403,051	$ 3,403,051
General & Administrative	Service	-	-	$0.00	$0	0%	$6,354,041	$ 6,354,041
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$8,699,936	$ 8,699,936
Sub Total - Admin/HR		**113**						**$ 47,825,482**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$77,654.27	$0	50%	$0	$ 1,047,278
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	34	2,080	$26.98	$434,706	55%	$0	$ 3,406,485
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$23,974	$ 23,974
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$244,355	$ 244,355

MBCR - DOCUMENT CONTAINS CONFIDENTIAL PROPRIETARY OR TRADE SECRET INFORMATION

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 4 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**43**						**$ 4,722,092**
Transportation Services								
Management	Direct Labor	15	1	$101,635.23	$0	44%	$0	$ 2,195,214
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$127,410.62	$0	40%	$0	$ 1,071,447
Rules Examiners	Direct Labor	2	1	$91,983.24	$0	46%	$0	$ 268,559
Engineers/Drivers	Direct Labor	151	2,198	$43.07	$6,463,052	41%	$0	$ 26,674,606
Conductors	Direct Labor	141	2,209	$34.96	$3,626,823	46%	$0	$ 19,616,370
Asst Conductors	Direct Labor	191	2,312	$29.79	$4,363,881	50%	$0	$ 24,045,923
Trainee Drivers	Direct Labor	12	2,198	$26.80	$302,520	55%	$0	$ 1,356,202
Crew Dispatcher	Direct Labor	26	2,080	$28.90	$355,511	53%	$0	$ 2,747,757
Train Dispatch / Trainmasters	Direct Labor	48	2,080	$37.78	$281,712	45%	$0	$ 5,756,625
Road Foremen / Block Operator	Direct Labor	5	1	$111,647.11	$0	42%	$0	$ 794,327
Train Crew Utilization/Rostering	Direct Labor	2	1	$92,833.30	$0	46%	$0	$ 270,685
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**599**						**$ 84,797,716**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$111,399.83	$0	42%	$0	$ 4,915,244
Technical Services, Quality, Special Projects	Direct Labor	8	1	$108,644.46	$0	43%	$0	$ 1,240,890
Fitters/Mechanics	Direct Labor	86	2,080	$28.79	$2,977,000	54%	$0	$ 10,905,660
Electricians	Direct Labor	83	2,080	$30.25	$2,565,867	52%	$0	$ 10,534,692
Foremen	Direct Labor	50	2,080	$33.74	$1,774,512	49%	$0	$ 7,044,907
Laborer/Other	Direct Labor	153	2,080	$28.09	$4,389,498	56%	$0	$ 18,327,506
Cleaning	Direct Labor	79	2,080	$22.51	$1,768,485	65%	$0	$ 7,897,457
Locos	Materials	-	-	$0.00	$0	0%	$8,342,287	$ 8,342,287
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,606,965	$ 2,606,965
Trailers	Materials	-	-	$0.00	$0	0%	$5,735,323	$ 5,735,323
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,610,289	$ 3,610,289
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$824,215	$ 824,215
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$287,654	$ 287,654
Spare	Spare							$ -
Sub Total - Mechanical Services		**491**						**$ 82,273,090**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$100,792.80	$0	44%	$0	$ 1,017,060
Force Account - Construction, Project Management	Direct Labor	2	1	$111,164.97	$0	42%	$0	$ 316,525
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$84,168.01	$0	48%	$0	$ 622,542
Track and Work Equipment	Direct Labor	12	1	$95,096.61	$0	45%	$0	$ 1,658,068

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Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Communications & Signalling	Direct Labor	15	1	$98,928.35	$0	45%	$0	$ 2,144,448
Bridges, Buildings & Structures	Direct Labor	8	1	$91,716.17	$0	46%	$0	$ 1,071,566
Facilities	Direct Labor	4	1	$102,504.56	$0	44%	$0	$ 589,738
Administration	Direct Labor	6	2,080	$26.47	$78,560	56%	$0	$ 618,056
Trackman / Laborer	Direct Labor	30	2,080	$25.95	$407,444	58%	$0	$ 2,952,617
Asst Foreman Track	Direct Labor	24	2,080	$28.78	$364,421	54%	$0	$ 2,585,237
Foreman Track	Direct Labor	27	2,080	$30.99	$439,394	51%	$0	$ 3,073,388
Foreman II	Direct Labor	13	2,080	$33.05	$456,275	50%	$0	$ 1,817,351
Welding Foreman	Direct Labor	6	2,080	$31.53	$95,799	51%	$0	$ 667,939
Welders	Direct Labor	13	2,080	$29.08	$206,184	54%	$0	$ 1,459,739
Work Equipment Operator	Direct Labor	38	2,080	$28.95	$571,714	54%	$0	$ 4,051,290
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$34.00	$185,961	48%	$0	$ 1,109,671
Roadway Mechanic	Direct Labor	4	2,080	$32.94	$151,980	50%	$0	$ 545,019
Truck Driver	Direct Labor	27	2,080	$27.56	$390,815	56%	$0	$ 2,796,730
B&B Mechanic	Direct Labor	32	2,080	$28.44	$475,253	54%	$0	$ 3,379,575
B&B Foreman	Direct Labor	25	2,080	$31.62	$416,318	51%	$0	$ 2,901,183
Watchman	Direct Labor	9	2,080	$25.74	$117,301	58%	$0	$ 851,575
Machinist	Direct Labor	24	2,080	$28.93	$846,982	54%	$0	$ 3,100,355
Electrician	Direct Labor	34	2,080	$31.70	$1,095,804	51%	$0	$ 4,464,973
Sheet Metal Worker	Direct Labor	9	2,080	$28.87	$307,341	56%	$0	$ 1,150,632
Asst Foreman NY	Direct Labor	19	2,080	$34.47	$397,961	48%	$0	$ 2,369,421
Night Test Foreman	Direct Labor	2	2,080	$37.87	$46,025	45%	$0	$ 270,003
Signal Maintainer	Direct Labor	49	2,080	$30.52	$927,319	51%	$0	$ 5,637,955
Signal Operations	Direct Labor	20	2,080	$27.06	$328,906	56%	$0	$ 2,045,904
Drawbridge Operations	Direct Labor	7	2,080	$27.29	$96,737	56%	$0	$ 693,680
Radio System Maintenance	Direct Labor	6	2,080	$35.88	$212,386	47%	$0	$ 849,252
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,784,111	$ 1,784,111
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$17,413	$ 17,413
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,909,987	$ 1,909,987
Depot Maintenance	Service	-	-	$0.00	$0	0%	$5,333,029	$ 5,333,029
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$232,177	$ 232,177
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,744,381	$ 1,744,381
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$11,052,579	$ 11,052,579
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$0	$ -
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$2,930,453	$ 2,930,453
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$821,255	$ 821,255
Spare	Spare							$ -
Sub Total - Engineering Services		**484**						**$ 82,636,880**
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$9,399,112	$ 9,399,112
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$403,371	$ 403,371
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$641,909	$ 641,909

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	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,741,781	$ 1,741,781
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$131,648	$ 131,648
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,712,116	$ 2,712,116
Sub Total - Environmental Services and Utilities		-						**$ 15,029,939**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$1,936	$ 1,936
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$414,934	$ 414,934
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 416,870**
Sub Total - Net Annual Fee (before Profit)		**1,730**						**$ 317,702,068**
Profit								
Profit	Profit						$ 19,062,124	$ 19,062,124
Net Annual Fee							**Year 4:**	**$ 336,764,192**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$325,642.51	$0	31%	$0	$ 427,707
Chief Engineer	Direct Labor	1	1	$170,755.09	$0	37%	$0	$ 234,051
Chief Transportation Officer	Direct Labor	1	1	$182,951.88	$0	36%	$0	$ 249,301
Customer Service Manager	Direct Labor	1	1	$200,333.66	$0	35%	$0	$ 271,033
Chief Mechanical Officer	Direct Labor	1	1	$182,951.88	$0	36%	$0	$ 249,301
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$179,599.46	$0	36%	$0	$ 245,109
Manager - Safety	Direct Labor	1	1	$170,758.54	$0	37%	$0	$ 234,055
Manager - Quality	Direct Labor	1	1	$137,959.76	$0	40%	$0	$ 193,047
Legal and Compliance	Direct Labor	3	1	$147,539.15	$0	39%	$0	$ 615,072
Other Managers	Direct Labor	7	1	$88,673.14	$0	48%	$0	$ 919,967
Accounts/Payroll	Direct Labor	12	1	$91,228.76	$0	48%	$0	$ 1,615,430
IT, Data Analysis & Reporting	Direct Labor	11	1	$114,424.24	$0	43%	$0	$ 1,799,825
Planning and Performance Monitoring/Management	Direct Labor	1	1	$178,198.02	$0	37%	$0	$ 243,357
Sales/Marketing/Publicity	Direct Labor	1	1	$91,475.37	$0	48%	$0	$ 134,927
Labor Relations / Equal Op & Div	Direct Labor	5	1	$108,509.49	$0	44%	$0	$ 781,126
Human Resources and Training & Qualification	Direct Labor	14	1	$80,641.12	$0	51%	$0	$ 1,699,340
Safety and Security	Direct Labor	5	1	$86,153.80	$0	49%	$0	$ 641,370
Claims Management	Direct Labor	2	1	$118,716.67	$0	42%	$0	$ 337,975
Contracts and Procurement	Direct Labor	7	1	$87,549.92	$0	49%	$0	$ 910,137
Environmental Engineering	Direct Labor	2	1	$79,452.17	$0	51%	$0	$ 239,790
Materials Management	Direct Labor	1	1	$84,169.25	$0	49%	$0	$ 125,793
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	33	2,080	$27.34	$440,253	56%	$0	$ 3,332,854
Claims and Insurance	Service	-	-	$0.00	$0	0%	$7,799,821	$ 7,799,821
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,675,148	$ 3,675,148
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,720,145	$ 1,720,145
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$265,485	$ 265,485
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,916,042	$ 1,916,042
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$3,909,304	$ 3,909,304
General & Administrative	Service	-	-	$0.00	$0	0%	$6,499,441	$ 6,499,441
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$8,204,200	$ 8,204,200
Sub Total - Admin/HR		**112**						**$ 49,490,151**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$79,975.14	$0	51%	$0	$ 1,084,939
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	34	2,080	$27.91	$436,479	55%	$0	$ 3,497,249
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -

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	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$24,526	$ 24,526
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$254,129	$ 254,129
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**43**						**$ 4,860,843**
Transportation Services								
Management	Direct Labor	15	1	$104,672.83	$0	45%	$0	$ 2,271,424
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$131,218.57	$0	41%	$0	$ 1,107,711
Rules Examiners	Direct Labor	2	1	$94,732.37	$0	47%	$0	$ 277,999
Engineers/Drivers	Direct Labor	147	2,198	$44.33	$6,424,596	41%	$0	$ 26,692,946
Conductors	Direct Labor	141	2,209	$36.01	$3,683,564	47%	$0	$ 20,138,066
Asst Conductors	Direct Labor	179	2,312	$30.88	$4,193,178	50%	$0	$ 23,332,629
Trainee Drivers	Direct Labor	12	2,198	$27.57	$308,568	55%	$0	$ 1,392,808
Crew Dispatcher	Direct Labor	25	2,080	$29.85	$343,086	53%	$0	$ 2,711,979
Train Dispatch / Trainmasters	Direct Labor	46	2,080	$38.97	$263,452	45%	$0	$ 5,678,231
Road Foremen / Block Operator	Direct Labor	5	1	$114,983.94	$0	43%	$0	$ 821,601
Train Crew Utilization/Rostering	Direct Labor	2	1	$95,607.84	$0	47%	$0	$ 280,189
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**580**						**$ 84,705,582**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$114,729.26	$0	43%	$0	$ 5,084,057
Technical Services, Quality, Special Projects	Direct Labor	8	1	$111,891.54	$0	43%	$0	$ 1,283,631
Fitters/Mechanics	Direct Labor	80	2,080	$29.68	$2,823,650	54%	$0	$ 10,480,279
Electricians	Direct Labor	80	2,080	$31.21	$2,480,489	52%	$0	$ 10,412,778
Foremen	Direct Labor	47	2,080	$35.01	$1,687,617	49%	$0	$ 6,832,501
Laborer/Other	Direct Labor	152	2,080	$28.92	$4,368,002	56%	$0	$ 18,582,108
Cleaning	Direct Labor	79	2,080	$23.23	$1,779,410	65%	$0	$ 8,106,196
Locos	Materials	-	-	$0.00	$0	0%	$8,536,382	$ 8,536,382
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,667,619	$ 2,667,619
Trailers	Materials	-	-	$0.00	$0	0%	$5,868,762	$ 5,868,762
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,785,104	$ 3,785,104
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$844,821	$ 844,821
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$294,845	$ 294,845
Spare	Spare							$ -
Sub Total - Mechanical Services		**478**						**$ 82,779,082**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$103,805.21	$0	45%	$0	$ 1,052,405

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	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Force Account - Construction, Project Management	Direct Labor	2	1	$114,487.39	$0	43%	$0	$ 327,399
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$86,683.56	$0	49%	$0	$ 644,682
Track and Work Equipment	Direct Labor	12	1	$97,938.78	$0	46%	$0	$ 1,716,104
Communications & Signalling	Direct Labor	15	1	$101,885.04	$0	45%	$0	$ 2,219,141
Bridges, Buildings & Structures	Direct Labor	8	1	$94,457.31	$0	47%	$0	$ 1,109,247
Facilities	Direct Labor	3	1	$104,858.47	$0	45%	$0	$ 454,981
Administration	Direct Labor	6	2,080	$27.30	$72,203	56%	$0	$ 581,205
Trackman / Laborer	Direct Labor	30	2,080	$26.70	$408,166	58%	$0	$ 3,029,420
Asst Foreman Track	Direct Labor	24	2,080	$29.61	$364,980	54%	$0	$ 2,651,582
Foreman Track	Direct Labor	27	2,080	$31.88	$440,117	52%	$0	$ 3,152,225
Foreman II	Direct Labor	13	2,080	$34.05	$456,633	50%	$0	$ 1,856,830
Welding Foreman	Direct Labor	6	2,080	$32.43	$95,959	51%	$0	$ 685,071
Welders	Direct Labor	13	2,080	$29.91	$206,504	54%	$0	$ 1,497,198
Work Equipment Operator	Direct Labor	38	2,080	$29.78	$572,641	54%	$0	$ 4,155,517
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$35.03	$187,744	48%	$0	$ 1,139,809
Roadway Mechanic	Direct Labor	4	2,080	$33.95	$153,620	50%	$0	$ 558,063
Truck Driver	Direct Labor	27	2,080	$28.34	$391,306	56%	$0	$ 2,868,054
B&B Mechanic	Direct Labor	32	2,080	$29.25	$476,032	55%	$0	$ 3,466,664
B&B Foreman	Direct Labor	25	2,080	$32.53	$417,016	51%	$0	$ 2,975,594
Watchman	Direct Labor	9	2,080	$26.47	$117,477	58%	$0	$ 873,551
Machinist	Direct Labor	23	2,080	$29.83	$806,820	54%	$0	$ 2,992,122
Electrician	Direct Labor	34	2,080	$32.65	$1,095,927	51%	$0	$ 4,566,574
Sheet Metal Worker	Direct Labor	8	2,080	$29.77	$288,858	56%	$0	$ 1,095,301
Asst Foreman NY	Direct Labor	19	2,080	$35.51	$401,779	48%	$0	$ 2,433,744
Night Test Foreman	Direct Labor	2	2,080	$39.01	$46,467	45%	$0	$ 277,311
Signal Maintainer	Direct Labor	49	2,080	$31.44	$936,200	52%	$0	$ 5,791,630
Signal Operations	Direct Labor	20	2,080	$27.88	$332,063	56%	$0	$ 2,101,977
Drawbridge Operations	Direct Labor	7	2,080	$28.10	$96,980	56%	$0	$ 712,085
Radio System Maintenance	Direct Labor	6	2,080	$36.96	$212,413	47%	$0	$ 868,418
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$2,201,384	$ 2,201,384
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$18,075	$ 18,075
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$2,247,371	$ 2,247,371
Depot Maintenance	Service	-	-	$0.00	$0	0%	$5,931,248	$ 5,931,248
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$241,000	$ 241,000
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,810,668	$ 1,810,668
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$12,699,305	$ 12,699,305
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$0	$ -
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$3,342,834	$ 3,342,834
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$605,437	$ 605,437
Spare	Spare							$ -
Sub Total - Engineering Services		**481**						**$ 86,951,225**

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Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$9,552,073	$ 9,552,073
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$418,498	$ 418,498
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$662,852	$ 662,852
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$2,167,595	$ 2,167,595
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$136,585	$ 136,585
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,814,027	$ 2,814,027
Sub Total - Environmental Services and Utilities		-						**$ 15,751,629**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$2,013	$ 2,013
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$431,532	$ 431,532
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 433,545**
Sub Total - Net Annual Fee (before Profit)		1,693						**$ 324,972,058**
Profit								
Profit	Profit						$ 19,498,323	$ 19,498,323
Net Annual Fee							**Year 5:**	**$ 344,470,381**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$335,411.78	$0	32%	$0	$ 441,294
Chief Engineer	Direct Labor	1	1	$175,877.74	$0	37%	$0	$ 241,829
Chief Transportation Officer	Direct Labor	1	1	$188,440.44	$0	37%	$0	$ 257,536
Customer Service Manager	Direct Labor	1	1	$206,343.67	$0	36%	$0	$ 279,920
Chief Mechanical Officer	Direct Labor	1	1	$188,440.44	$0	37%	$0	$ 257,536
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$184,987.44	$0	37%	$0	$ 253,218
Manager - Safety	Direct Labor	1	1	$175,881.30	$0	37%	$0	$ 241,833
Manager - Quality	Direct Labor	1	1	$142,098.55	$0	40%	$0	$ 199,594
Legal and Compliance	Direct Labor	3	1	$151,965.32	$0	39%	$0	$ 635,793
Other Managers	Direct Labor	7	1	$91,333.34	$0	49%	$0	$ 952,859
Accounts/Payroll	Direct Labor	12	1	$93,965.63	$0	48%	$0	$ 1,672,966
IT, Data Analysis & Reporting	Direct Labor	11	1	$117,856.97	$0	44%	$0	$ 1,862,137
Planning and Performance Monitoring/Management	Direct Labor	1	1	$183,543.96	$0	37%	$0	$ 251,414
Sales/Marketing/Publicity	Direct Labor	1	1	$94,219.63	$0	48%	$0	$ 139,731
Labor Relations / Equal Op & Div	Direct Labor	5	1	$111,764.77	$0	45%	$0	$ 808,341
Human Resources and Training & Qualification	Direct Labor	14	1	$83,060.36	$0	51%	$0	$ 1,760,906
Safety and Security	Direct Labor	5	1	$88,738.41	$0	50%	$0	$ 664,391
Claims Management	Direct Labor	2	1	$122,278.17	$0	43%	$0	$ 349,626
Contracts and Procurement	Direct Labor	7	1	$90,176.42	$0	49%	$0	$ 942,733
Environmental Engineering	Direct Labor	2	1	$81,835.74	$0	52%	$0	$ 248,496
Materials Management	Direct Labor	1	1	$86,694.32	$0	50%	$0	$ 130,323
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	33	2,080	$28.18	$443,720	57%	$0	$ 3,444,387
Claims and Insurance	Service	-	-	$0.00	$0	0%	$7,962,302	$ 7,962,302
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$3,817,951	$ 3,817,951
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,700,803	$ 1,700,803
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$322,023	$ 322,023
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,928,922	$ 1,928,922
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$3,507,691	$ 3,507,691
General & Administrative	Service	-	-	$0.00	$0	0%	$6,628,554	$ 6,628,554
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$8,184,951	$ 8,184,951
Sub Total - Admin/HR		**112**						**$ 50,090,061**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$82,374.40	$0	52%	$0	$ 1,124,292
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	34	2,080	$28.81	$439,177	56%	$0	$ 3,608,260
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -

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Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$25,090	$ 25,090
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$264,294	$ 264,294
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**43**						**$ 5,021,936**
Transportation Services								
Management	Direct Labor	15	1	$107,813.01	$0	45%	$0	$ 2,350,909
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$135,155.12	$0	41%	$0	$ 1,145,479
Rules Examiners	Direct Labor	2	1	$97,574.34	$0	48%	$0	$ 287,852
Engineers/Drivers	Direct Labor	147	2,198	$45.60	$6,555,827	42%	$0	$ 27,482,066
Conductors	Direct Labor	141	2,209	$37.07	$3,744,764	47%	$0	$ 20,752,254
Asst Conductors	Direct Labor	179	2,312	$31.88	$4,276,108	50%	$0	$ 24,114,821
Trainee Drivers	Direct Labor	12	2,198	$28.34	$314,777	56%	$0	$ 1,435,468
Crew Dispatcher	Direct Labor	25	2,080	$30.76	$345,066	54%	$0	$ 2,797,253
Train Dispatch / Trainmasters	Direct Labor	46	2,080	$40.15	$255,876	46%	$0	$ 5,855,159
Road Foremen / Block Operator	Direct Labor	5	1	$118,433.46	$0	44%	$0	$ 850,030
Train Crew Utilization/Rostering	Direct Labor	2	1	$98,476.07	$0	47%	$0	$ 290,107
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**580**						**$ 87,361,397**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$118,171.14	$0	44%	$0	$ 5,260,019
Technical Services, Quality, Special Projects	Direct Labor	8	1	$115,248.29	$0	44%	$0	$ 1,328,189
Fitters/Mechanics	Direct Labor	80	2,080	$30.56	$2,854,778	55%	$0	$ 10,778,229
Electricians	Direct Labor	80	2,080	$32.14	$2,500,280	53%	$0	$ 10,706,470
Foremen	Direct Labor	47	2,080	$36.06	$1,701,673	50%	$0	$ 7,023,595
Laborer/Other	Direct Labor	152	2,080	$29.78	$4,394,480	57%	$0	$ 19,106,945
Cleaning	Direct Labor	79	2,080	$23.94	$1,787,034	66%	$0	$ 8,345,702
Locos	Materials	-	-	$0.00	$0	0%	$8,826,592	$ 8,826,592
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,758,310	$ 2,758,310
Trailers	Materials	-	-	$0.00	$0	0%	$6,068,282	$ 6,068,282
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$3,957,447	$ 3,957,447
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$865,941	$ 865,941
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$302,216	$ 302,216
Spare	Spare							$ -
Sub Total - Mechanical Services		**478**						**$ 85,327,937**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$106,919.37	$0	46%	$0	$ 1,089,270

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Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Force Account - Construction, Project Management	Direct Labor	2	1	$117,922.01	$0	44%	$0	$ 338,733
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$89,284.07	$0	50%	$0	$ 667,803
Track and Work Equipment	Direct Labor	12	1	$100,876.94	$0	47%	$0	$ 1,776,661
Communications & Signalling	Direct Labor	15	1	$104,941.59	$0	46%	$0	$ 2,297,057
Bridges, Buildings & Structures	Direct Labor	8	1	$97,291.03	$0	48%	$0	$ 1,148,573
Facilities	Direct Labor	3	1	$108,004.22	$0	45%	$0	$ 470,899
Administration	Direct Labor	6	2,080	$28.12	$72,610	57%	$0	$ 599,634
Trackman / Laborer	Direct Labor	30	2,080	$27.46	$408,493	59%	$0	$ 3,119,969
Asst Foreman Track	Direct Labor	24	2,080	$30.45	$365,289	55%	$0	$ 2,729,667
Foreman Track	Direct Labor	27	2,080	$32.79	$440,539	52%	$0	$ 3,244,324
Foreman II	Direct Labor	13	2,080	$35.07	$460,432	51%	$0	$ 1,908,941
Welding Foreman	Direct Labor	6	2,080	$33.37	$96,053	52%	$0	$ 705,051
Welders	Direct Labor	13	2,080	$30.77	$206,682	55%	$0	$ 1,541,239
Work Equipment Operator	Direct Labor	38	2,080	$30.63	$573,145	55%	$0	$ 4,277,896
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$36.08	$189,467	49%	$0	$ 1,174,344
Roadway Mechanic	Direct Labor	4	2,080	$34.96	$155,324	51%	$0	$ 573,676
Truck Driver	Direct Labor	27	2,080	$29.15	$391,584	57%	$0	$ 2,952,766
B&B Mechanic	Direct Labor	32	2,080	$30.09	$476,444	55%	$0	$ 3,568,991
B&B Foreman	Direct Labor	25	2,080	$33.46	$417,427	52%	$0	$ 3,062,349
Watchman	Direct Labor	9	2,080	$27.23	$117,559	59%	$0	$ 899,631
Machinist	Direct Labor	23	2,080	$30.71	$815,717	55%	$0	$ 3,077,135
Electrician	Direct Labor	34	2,080	$33.62	$1,104,702	51%	$0	$ 4,694,671
Sheet Metal Worker	Direct Labor	8	2,080	$30.65	$293,455	57%	$0	$ 1,128,084
Asst Foreman NY	Direct Labor	19	2,080	$36.58	$405,467	48%	$0	$ 2,507,369
Night Test Foreman	Direct Labor	2	2,080	$40.19	$46,894	46%	$0	$ 285,612
Signal Maintainer	Direct Labor	49	2,080	$32.39	$944,780	52%	$0	$ 5,969,386
Signal Operations	Direct Labor	20	2,080	$28.71	$335,061	57%	$0	$ 2,167,279
Drawbridge Operations	Direct Labor	7	2,080	$28.91	$97,085	57%	$0	$ 733,364
Radio System Maintenance	Direct Labor	6	2,080	$38.05	$214,128	48%	$0	$ 892,431
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$2,241,484	$ 2,241,484
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$18,762	$ 18,762
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$2,091,268	$ 2,091,268
Depot Maintenance	Service	-	-	$0.00	$0	0%	$5,711,298	$ 5,711,298
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$250,158	$ 250,158
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,879,473	$ 1,879,473
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$11,688,525	$ 11,688,525
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$0	$ -
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$3,456,073	$ 3,456,073
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$628,444	$ 628,444
Spare	Spare							$ -
Sub Total - Engineering Services		481						**$ 87,568,289**

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Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$9,542,115	$ 9,542,115
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$434,191	$ 434,191
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$684,511	$ 684,511
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,827,742	$ 1,827,742
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$141,707	$ 141,707
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,976,951	$ 2,976,951
Sub Total - Environmental Services and Utilities		-						**$ 15,607,218**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$2,094	$ 2,094
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$448,793	$ 448,793
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 450,887**
Sub Total - Net Annual Fee (before Profit)		**1,693**						**$ 331,427,724**
Profit								
Profit	Profit						$ 19,885,663	$ 19,885,663
Net Annual Fee							**Year 6:**	**$ 351,313,388**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$345,474.14	$0	32%	$0	$ 455,344
Chief Engineer	Direct Labor	1	1	$181,154.08	$0	38%	$0	$ 249,895
Chief Transportation Officer	Direct Labor	1	1	$194,093.65	$0	37%	$0	$ 266,073
Customer Service Manager	Direct Labor	1	1	$212,533.98	$0	36%	$0	$ 289,129
Chief Mechanical Officer	Direct Labor	1	1	$194,093.65	$0	37%	$0	$ 266,073
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$190,537.07	$0	37%	$0	$ 261,626
Manager - Safety	Direct Labor	1	1	$181,157.73	$0	38%	$0	$ 249,899
Manager - Quality	Direct Labor	1	1	$146,361.51	$0	41%	$0	$ 206,394
Legal and Compliance	Direct Labor	3	1	$156,524.28	$0	40%	$0	$ 657,301
Other Managers	Direct Labor	7	1	$94,073.34	$0	50%	$0	$ 987,125
Accounts/Payroll	Direct Labor	12	1	$96,784.59	$0	49%	$0	$ 1,732,892
IT, Data Analysis & Reporting	Direct Labor	11	1	$121,392.68	$0	44%	$0	$ 1,926,927
Planning and Performance Monitoring/Management	Direct Labor	1	1	$189,050.28	$0	37%	$0	$ 259,767
Sales/Marketing/Publicity	Direct Labor	1	1	$97,046.22	$0	49%	$0	$ 144,735
Labor Relations / Equal Op & Div	Direct Labor	5	1	$115,117.72	$0	45%	$0	$ 836,648
Human Resources and Training & Qualification	Direct Labor	14	1	$85,552.17	$0	52%	$0	$ 1,825,093
Safety and Security	Direct Labor	5	1	$91,400.56	$0	51%	$0	$ 688,380
Claims Management	Direct Labor	2	1	$125,946.52	$0	44%	$0	$ 361,738
Contracts and Procurement	Direct Labor	7	1	$92,881.71	$0	50%	$0	$ 976,695
Environmental Engineering	Direct Labor	2	1	$84,290.81	$0	53%	$0	$ 257,573
Materials Management	Direct Labor	1	1	$89,295.15	$0	51%	$0	$ 135,044
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	33	2,080	$29.03	$443,166	58%	$0	$ 3,553,386
Claims and Insurance	Service	-	-	$0.00	$0	0%	$7,469,948	$ 7,469,948
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$2,763,124	$ 2,763,124
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,362,482	$ 1,362,482
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$277,837	$ 277,837
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,687,260	$ 1,687,260
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$2,523,421	$ 2,523,421
General & Administrative	Service	-	-	$0.00	$0	0%	$6,651,270	$ 6,651,270
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$8,009,630	$ 8,009,630
Sub Total - Admin/HR		**112**						**$ 47,332,712**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$84,845.63	$0	53%	$0	$ 1,165,324
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	34	2,080	$29.70	$437,909	57%	$0	$ 3,720,906
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$25,667	$ 25,667

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Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$274,866	$ 274,866
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**43**						**$ 5,186,763**
Transportation Services								
Management	Direct Labor	15	1	$111,047.40	$0	46%	$0	$ 2,433,607
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$139,209.78	$0	42%	$0	$ 1,184,711
Rules Examiners	Direct Labor	2	1	$100,501.57	$0	48%	$0	$ 298,110
Engineers/Drivers	Direct Labor	147	2,198	$46.92	$6,689,557	42%	$0	$ 28,302,559
Conductors	Direct Labor	141	2,209	$38.16	$3,806,793	48%	$0	$ 21,393,330
Asst Conductors	Direct Labor	179	2,312	$32.87	$4,353,114	51%	$0	$ 24,898,248
Trainee Drivers	Direct Labor	12	2,198	$29.14	$321,092	56%	$0	$ 1,479,990
Crew Dispatcher	Direct Labor	25	2,080	$31.68	$343,940	54%	$0	$ 2,883,170
Train Dispatch / Trainmasters	Direct Labor	46	2,080	$41.35	$247,565	46%	$0	$ 6,038,741
Road Foremen / Block Operator	Direct Labor	5	1	$121,986.46	$0	44%	$0	$ 879,588
Train Crew Utilization/Rostering	Direct Labor	2	1	$101,430.35	$0	48%	$0	$ 300,433
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**580**						**$ 90,092,488**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$121,716.27	$0	44%	$0	$ 5,442,973
Technical Services, Quality, Special Projects	Direct Labor	8	1	$118,705.74	$0	45%	$0	$ 1,374,526
Fitters/Mechanics	Direct Labor	80	2,080	$31.47	$2,885,311	56%	$0	$ 11,088,289
Electricians	Direct Labor	80	2,080	$33.09	$2,519,116	54%	$0	$ 11,012,065
Foremen	Direct Labor	47	2,080	$37.13	$1,715,084	51%	$0	$ 7,222,172
Laborer/Other	Direct Labor	152	2,080	$30.67	$4,418,354	58%	$0	$ 19,653,089
Cleaning	Direct Labor	79	2,080	$24.66	$1,792,343	67%	$0	$ 8,591,611
Locos	Materials	-	-	$0.00	$0	0%	$9,108,775	$ 9,108,775
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,846,492	$ 2,846,492
Trailers	Materials	-	-	$0.00	$0	0%	$6,262,283	$ 6,262,283
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$4,107,628	$ 4,107,628
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$887,590	$ 887,590
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$309,772	$ 309,772
Spare	Spare							$ -
Sub Total - Mechanical Services		**478**						**$ 87,907,265**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$110,126.95	$0	46%	$0	$ 1,127,628
Force Account - Construction, Project Management	Direct Labor	2	1	$121,459.67	$0	44%	$0	$ 350,518

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Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$91,962.59	$0	50%	$0	$ 691,894
Track and Work Equipment	Direct Labor	12	1	$103,903.25	$0	48%	$0	$ 1,839,698
Communications & Signalling	Direct Labor	15	1	$108,089.84	$0	47%	$0	$ 2,378,140
Bridges, Buildings & Structures	Direct Labor	8	1	$100,209.76	$0	48%	$0	$ 1,189,521
Facilities	Direct Labor	3	1	$111,244.35	$0	46%	$0	$ 487,460
Administration	Direct Labor	6	2,080	$28.97	$72,370	58%	$0	$ 618,280
Trackman / Laborer	Direct Labor	30	2,080	$28.25	$416,422	60%	$0	$ 3,222,382
Asst Foreman Track	Direct Labor	24	2,080	$31.33	$372,427	56%	$0	$ 2,818,312
Foreman Track	Direct Labor	27	2,080	$33.74	$449,196	53%	$0	$ 3,348,975
Foreman II	Direct Labor	13	2,080	$36.11	$464,055	52%	$0	$ 1,963,110
Welding Foreman	Direct Labor	6	2,080	$34.33	$97,943	53%	$0	$ 727,758
Welders	Direct Labor	13	2,080	$31.65	$210,724	55%	$0	$ 1,591,243
Work Equipment Operator	Direct Labor	38	2,080	$31.51	$584,354	56%	$0	$ 4,416,770
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$37.17	$191,125	49%	$0	$ 1,210,302
Roadway Mechanic	Direct Labor	4	2,080	$36.00	$156,995	51%	$0	$ 589,896
Truck Driver	Direct Labor	27	2,080	$29.98	$399,201	58%	$0	$ 3,049,003
B&B Mechanic	Direct Labor	32	2,080	$30.95	$485,751	56%	$0	$ 3,685,053
B&B Foreman	Direct Labor	25	2,080	$34.43	$425,642	52%	$0	$ 3,160,952
Watchman	Direct Labor	9	2,080	$28.00	$119,637	60%	$0	$ 929,169
Machinist	Direct Labor	23	2,080	$31.63	$824,443	56%	$0	$ 3,165,598
Electrician	Direct Labor	34	2,080	$34.61	$1,113,054	52%	$0	$ 4,827,887
Sheet Metal Worker	Direct Labor	8	2,080	$31.55	$298,078	58%	$0	$ 1,162,249
Asst Foreman NY	Direct Labor	19	2,080	$37.68	$409,016	49%	$0	$ 2,584,015
Night Test Foreman	Direct Labor	2	2,080	$41.40	$47,305	46%	$0	$ 294,246
Signal Maintainer	Direct Labor	49	2,080	$33.36	$953,032	53%	$0	$ 6,154,687
Signal Operations	Direct Labor	20	2,080	$29.57	$337,953	57%	$0	$ 2,235,498
Drawbridge Operations	Direct Labor	7	2,080	$29.74	$98,984	58%	$0	$ 757,354
Radio System Maintenance	Direct Labor	6	2,080	$39.18	$215,762	48%	$0	$ 917,367
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,603,019	$ 1,603,019
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$19,475	$ 19,475
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,874,034	$ 1,874,034
Depot Maintenance	Service	-	-	$0.00	$0	0%	$5,074,449	$ 5,074,449
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$259,664	$ 259,664
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$1,950,893	$ 1,950,893
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$10,581,216	$ 10,581,216
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$0	$ -
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$3,199,546	$ 3,199,546
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$652,325	$ 652,325
Spare	Spare							$ -
Sub Total - Engineering Services		**481**						**$ 86,709,586**

Environmental Services and Utilities

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Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Electricity	Utilities	-	-	$0.00	$0	0%	$9,448,676	$ 9,448,676
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$450,474	$ 450,474
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$706,912	$ 706,912
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,421,788	$ 1,421,788
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$147,021	$ 147,021
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,690,915	$ 2,690,915
Sub Total - Environmental Services and Utilities		-						**$ 14,865,785**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$2,177	$ 2,177
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$466,745	$ 466,745
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 468,922**
Sub Total - Net Annual Fee (before Profit)		**1,693**						**$ 332,563,521**
Profit								
Profit	Profit						$ 19,953,811	$ 19,953,811
Net Annual Fee							**Year 7:**	**$ 352,517,332**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 8 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$355,838.36	$0	32%	$0	$ 469,875
Chief Engineer	Direct Labor	1	1	$186,588.70	$0	38%	$0	$ 258,262
Chief Transportation Officer	Direct Labor	1	1	$199,916.46	$0	38%	$0	$ 274,926
Customer Service Manager	Direct Labor	1	1	$218,910.00	$0	36%	$0	$ 298,674
Chief Mechanical Officer	Direct Labor	1	1	$199,916.46	$0	38%	$0	$ 274,926
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$196,253.18	$0	38%	$0	$ 270,346
Manager - Safety	Direct Labor	1	1	$186,592.47	$0	38%	$0	$ 258,267
Manager - Quality	Direct Labor	1	1	$150,752.35	$0	42%	$0	$ 213,456
Legal and Compliance	Direct Labor	3	1	$161,220.01	$0	41%	$0	$ 679,632
Other Managers	Direct Labor	7	1	$96,895.54	$0	51%	$0	$ 1,022,834
Accounts/Payroll	Direct Labor	12	1	$99,688.13	$0	50%	$0	$ 1,795,329
IT, Data Analysis & Reporting	Direct Labor	11	1	$125,034.46	$0	45%	$0	$ 1,994,314
Planning and Performance Monitoring/Management	Direct Labor	1	1	$194,721.79	$0	38%	$0	$ 268,431
Sales/Marketing/Publicity	Direct Labor	1	1	$99,957.60	$0	50%	$0	$ 149,948
Labor Relations / Equal Op & Div	Direct Labor	5	1	$118,571.25	$0	46%	$0	$ 866,101
Human Resources and Training & Qualification	Direct Labor	14	1	$88,118.73	$0	53%	$0	$ 1,892,037
Safety and Security	Direct Labor	5	1	$94,142.58	$0	52%	$0	$ 713,386
Claims Management	Direct Labor	2	1	$129,724.91	$0	44%	$0	$ 374,331
Contracts and Procurement	Direct Labor	7	1	$95,668.16	$0	51%	$0	$ 1,012,092
Environmental Engineering	Direct Labor	2	1	$86,819.54	$0	54%	$0	$ 267,042
Materials Management	Direct Labor	1	1	$91,974.01	$0	52%	$0	$ 139,966
Accessibility	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Clerical Support	Direct Labor	33	2,080	$29.91	$445,417	59%	$0	$ 3,669,629
Claims and Insurance	Service	-	-	$0.00	$0	0%	$6,713,471	$ 6,713,471
Legal & Professional Fees	Service	-	-	$0.00	$0	0%	$1,513,848	$ 1,513,848
Office Supplies & Services	Service	-	-	$0.00	$0	0%	$1,339,067	$ 1,339,067
Office Cleaning	Service	-	-	$0.00	$0	0%	$0	$ -
Telcoms	Service	-	-	$0.00	$0	0%	$0	$ -
Uniforms & Protective Clothing	Materials	-	-	$0.00	$0	0%	$337,006	$ 337,006
Employee Related Expenses	Materials	-	-	$0.00	$0	0%	$1,672,288	$ 1,672,288
Other Financial Expenses, Depreciation & Taxes	Service	-	-	$0.00	$0	0%	$1,406,526	$ 1,406,526
General & Administrative	Service	-	-	$0.00	$0	0%	$6,687,259	$ 6,687,259
Investment, Potential Penalties and Workforce Incentives to achieve Performance Standards	Direct Labor	-	-	$0.00	$0	0%	$7,535,808	$ 7,535,808
Sub Total - Admin/HR		**112**						**$ 44,369,078**
Stations, Retail and Public Information								
Management	Direct Labor	9	1	$87,391.00	$0	54%	$0	$ 1,208,121
Customer Service / Help Desk	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Announcements	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Ticketing and Retail	Direct Labor	34	2,080	$30.61	$439,985	58%	$0	$ 3,842,766
Cashier	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Revenue Protection	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Cash Collection	Service	-	-	$0.00	$0	0%	$0	$ -

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Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 8 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Marketing & Timetables	Service	-	-	$0.00	$0	0%	$26,257	$ 26,257
Alternate Transportation & Other	Service	-	-	$0.00	$0	0%	$285,861	$ 285,861
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**43**						**$ 5,363,005**
Transportation Services								
Management	Direct Labor	15	1	$114,378.82	$0	47%	$0	$ 2,519,677
Superintendents & Chief Train Dispatcher	Direct Labor	6	1	$143,386.07	$0	42%	$0	$ 1,225,478
Rules Examiners	Direct Labor	2	1	$103,516.61	$0	49%	$0	$ 308,795
Engineers/Drivers	Direct Labor	147	2,198	$48.27	$6,825,681	43%	$0	$ 29,158,042
Conductors	Direct Labor	141	2,209	$39.28	$3,869,668	49%	$0	$ 22,065,351
Asst Conductors	Direct Labor	179	2,312	$33.85	$4,427,559	52%	$0	$ 25,702,935
Trainee Drivers	Direct Labor	12	2,198	$29.96	$327,508	57%	$0	$ 1,526,660
Crew Dispatcher	Direct Labor	25	2,080	$32.64	$345,492	55%	$0	$ 2,976,253
Train Dispatch / Trainmasters	Direct Labor	46	2,080	$42.58	$238,514	47%	$0	$ 6,230,616
Road Foremen / Block Operator	Direct Labor	5	1	$125,646.05	$0	45%	$0	$ 910,330
Train Crew Utilization/Rostering	Direct Labor	2	1	$104,473.26	$0	49%	$0	$ 311,187
Special Trains (60)	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Transportation Services		**580**						**$ 92,935,324**
Mechanical Services								
Management incl Superintendents	Direct Labor	31	1	$125,367.76	$0	45%	$0	$ 5,633,257
Technical Services, Quality, Special Projects	Direct Labor	8	1	$122,266.91	$0	45%	$0	$ 1,422,728
Fitters/Mechanics	Direct Labor	80	2,080	$32.41	$2,915,184	57%	$0	$ 11,412,524
Electricians	Direct Labor	80	2,080	$34.07	$2,539,074	55%	$0	$ 11,333,747
Foremen	Direct Labor	47	2,080	$38.24	$1,727,797	52%	$0	$ 7,429,470
Laborer/Other	Direct Labor	152	2,080	$31.58	$4,440,197	59%	$0	$ 20,225,215
Cleaning	Direct Labor	79	2,080	$25.40	$1,795,881	68%	$0	$ 8,848,057
Locos	Materials	-	-	$0.00	$0	0%	$9,311,041	$ 9,311,041
Control Trailers	Materials	-	-	$0.00	$0	0%	$2,909,700	$ 2,909,700
Trailers	Materials	-	-	$0.00	$0	0%	$6,401,341	$ 6,401,341
Non-Revenue Fleet	Materials	-	-	$0.00	$0	0%	$4,402,499	$ 4,402,499
Mid-life Overhauls of Traction Motors	Service	-	-	$0.00	$0	0%	$0	$ -
Corrective Work	Service	-	-	$0.00	$0	0%	$0	$ -
Shipping	Service	-	-	$0.00	$0	0%	$909,779	$ 909,779
Shop Supplies/Equipment	Materials	-	-	$0.00	$0	0%	$317,516	$ 317,516
Spare	Spare							$ -
Sub Total - Mechanical Services		**478**						**$ 90,556,874**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	7	1	$113,430.76	$0	47%	$0	$ 1,167,552

MBCR - DOCUMENT CONTAINS CONFIDENTIAL PROPRIETARY OR TRADE SECRET INFORMATION

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Force Account - Construction, Project Management	Direct Labor	2	1	$125,103.46	$0	45%	$0	$ 362,775
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$94,721.47	$0	51%	$0	$ 717,005
Track and Work Equipment	Direct Labor	12	1	$107,020.35	$0	48%	$0	$ 1,905,338
Communications & Signalling	Direct Labor	15	1	$111,332.54	$0	47%	$0	$ 2,462,546
Bridges, Buildings & Structures	Direct Labor	8	1	$103,216.05	$0	49%	$0	$ 1,232,173
Facilities	Direct Labor	3	1	$114,581.68	$0	47%	$0	$ 504,696
Administration	Direct Labor	6	2,080	$29.84	$72,696	59%	$0	$ 638,503
Trackman / Laborer	Direct Labor	30	2,080	$29.06	$428,313	61%	$0	$ 3,333,913
Asst Foreman Track	Direct Labor	24	2,080	$32.23	$383,120	57%	$0	$ 2,914,874
Foreman Track	Direct Labor	27	2,080	$34.71	$462,141	54%	$0	$ 3,462,940
Foreman II	Direct Labor	13	2,080	$37.19	$467,491	53%	$0	$ 2,019,681
Welding Foreman	Direct Labor	6	2,080	$35.32	$100,768	53%	$0	$ 752,485
Welders	Direct Labor	13	2,080	$32.56	$216,777	56%	$0	$ 1,645,709
Work Equipment Operator	Direct Labor	38	2,080	$32.41	$601,137	57%	$0	$ 4,568,023
Signal Inspector	Direct Labor	-	-	$0.00	$0	0%	$0	$ -
Electrical/ Electronic Technician	Direct Labor	9	2,080	$38.29	$193,131	50%	$0	$ 1,248,329
Roadway Mechanic	Direct Labor	4	2,080	$37.07	$158,631	52%	$0	$ 606,825
Truck Driver	Direct Labor	27	2,080	$30.84	$410,632	59%	$0	$ 3,153,887
B&B Mechanic	Direct Labor	32	2,080	$31.84	$499,689	57%	$0	$ 3,811,461
B&B Foreman	Direct Labor	25	2,080	$35.42	$437,921	53%	$0	$ 3,268,325
Watchman	Direct Labor	9	2,080	$28.80	$123,256	61%	$0	$ 961,352
Machinist	Direct Labor	23	2,080	$32.57	$832,981	57%	$0	$ 3,258,098
Electrician	Direct Labor	34	2,080	$35.64	$1,121,901	53%	$0	$ 4,968,033
Sheet Metal Worker	Direct Labor	8	2,080	$32.49	$302,722	59%	$0	$ 1,198,022
Asst Foreman NY	Direct Labor	19	2,080	$38.81	$413,310	50%	$0	$ 2,665,060
Night Test Foreman	Direct Labor	2	2,080	$42.64	$47,802	47%	$0	$ 303,366
Signal Maintainer	Direct Labor	49	2,080	$34.36	$963,023	54%	$0	$ 6,350,875
Signal Operations	Direct Labor	20	2,080	$30.46	$341,475	58%	$0	$ 2,307,898
Drawbridge Operations	Direct Labor	7	2,080	$30.59	$101,821	59%	$0	$ 783,447
Radio System Maintenance	Direct Labor	6	2,080	$40.35	$217,491	49%	$0	$ 943,559
Signaling Inspection	Service	-	-	$0.00	$0	0%	$0	$ -
Signal Maintenance	Service	-	-	$0.00	$0	0%	$1,584,975	$ 1,584,975
Comms (PABX, Radio)	Service	-	-	$0.00	$0	0%	($0)	$ (0)
Structures Inspection (Bridges and Track Structures)	Service	-	-	$0.00	$0	0%	$20,215	$ 20,215
Station Cleaning and Maintenance	Service	-	-	$0.00	$0	0%	$1,516,958	$ 1,516,958
Depot Maintenance	Service	-	-	$0.00	$0	0%	$4,466,927	$ 4,466,927
Rolling stock support equipment replacement plan	Major maint/cap	-	-	$0.00	$0	0%	$269,531	$ 269,531
Track Inspection & Response	Service	-	-	$0.00	$0	0%	$2,025,027	$ 2,025,027
Maintenance of Way (Planned Work)	Major maint/cap	-	-	$0.00	$0	0%	$10,076,955	$ 10,076,955
Road Vehicles (equivalent lease rate)	Materials	-	-	$0.00	$0	0%	$0	$ -
Positive Train Control	Materials	-	-	$0.00	$0	0%	$0	$ -
Non-Revenue Vehicle Fuel	Materials	-	-	$0.00	$0	0%	$2,494,278	$ 2,494,278
Other Engineering Material & Services	Service	-	-	$0.00	$0	0%	$677,113	$ 677,113
Spare	Spare							$ -
Sub Total - Engineering Services		**481**						**$ 86,648,730**

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Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Environmental Services and Utilities								
Electricity	Utilities	-	-	$0.00	$0	0%	$9,104,470	$ 9,104,470
Water/Sewerage	Utilities	-	-	$0.00	$0	0%	$467,366	$ 467,366
Waste/Trash Removal	Service	-	-	$0.00	$0	0%	$730,081	$ 730,081
Winterisation	Service	-	-	$0.00	$0	0%	$0	$ -
Gas	Utilities	-	-	$0.00	$0	0%	$1,046,816	$ 1,046,816
Heating Fuel	Utilities	-	-	$0.00	$0	0%	$152,534	$ 152,534
Environmental Subcontractor	Service	-	-	$0.00	$0	0%	$2,500,988	$ 2,500,988
Sub Total - Environmental Services and Utilities		-						**$ 14,002,256**
Station and Security - General								
Station Security	Service	-	-	$0.00	$0	0%	$0	$ -
Depot Security	Service	-	-	$0.00	$0	0%	$2,264	$ 2,264
Safety expenses & Other	Materials	-	-	$0.00	$0	0%	$485,414	$ 485,414
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		-						**$ 487,679**
Sub Total - Net Annual Fee (before Profit)		**1,693**						**$ 334,362,945**
Profit								
Profit	Profit						$ 20,061,777	$ 20,061,777
Net Annual Fee							**Year 8:**	**$ 354,424,722**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

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MBTA COMMUTER RAIL OPERATING AGREEMENT
FIRM FIXED PRICE PROPOSAL FORM -- SUMMARY
AGREEMENT YEARS 1-8 (BASE CONTRACT) AND 9-12 (OPTION YEARS)

CUMULATIVE TOTALS AND NET PRESENT VALUE (NPV)

Agreement Year					Annual Fee		
Agreement Year Number	Number of Months	Agreement Year Start	Agreement Year End	Year Prices	Net Annual Fee	Allowances (as defined in Schedule 7)	Annual Fee
					Years 1-8 From FFP Forms		
Year 1	12 Months	7/1/2014	6/30/2015	2014	$310,044,700	$12,280,000	**$322,324,700**
Year 2	12 Months	7/1/2015	6/30/2016	2015	$319,174,232	$12,280,000	**$331,454,232**
Year 3	12 Months	7/1/2016	6/30/2017	2016	$328,184,372	$12,280,000	**$340,464,372**
Year 4	12 Months	7/1/2017	6/30/2018	2017	$336,764,192	$12,280,000	**$349,044,192**
Year 5	12 Months	7/1/2018	6/30/2019	2018	$344,470,381	$12,280,000	**$356,750,381**
Year 6	12 Months	7/1/2019	6/30/2020	2019	$351,313,388	$12,280,000	**$363,593,388**
Year 7	12 Months	7/1/2020	6/30/2021	2020	$352,517,332	$12,280,000	**$364,797,332**
Year 8	12 Months	7/1/2021	6/30/2022	2021	$354,424,722	$12,280,000	**$366,704,722**
Year 9 (Option)	12 Months	7/1/2022	6/30/2023	2022	$366,748,070	$12,280,000	**$379,028,070**
Year 10 (Option)	12 Months	7/1/2023	6/30/2024	2023	$379,499,900	$12,280,000	**$391,779,900**
Year 11 (Option)	12 Months	7/1/2024	6/30/2025	2024	$392,695,112	$12,280,000	**$404,975,112**
Year 12 (Option)	12 Months	7/1/2025	6/30/2026	2025	$406,349,121	$12,280,000	**$418,629,121**
	Subtotal, Base Contract (Years 1-8):				$2,696,893,320	$98,240,000	**$2,795,133,320**
	Subtotal, Options Years (Years 9-12):				$1,545,292,202	$49,120,000	**$1,594,412,202**
Totals - Base Contract + Option Years (Years 1-12):					$4,242,185,522	$147,360,000	**$4,389,545,522**
Net Present Value ($, 2014)					$3,247,107,940	$114,262,202	**$3,361,370,142**

Annual escalation rate for Price Proposal evaluation purposes (Years 9-12): 3.477%

Discount rate for Price Proposal evaluation purposes: 5.000%

Note: $12,280,000 of Annual Allowances include: Maintenance of Unused ROW, Snow Operations, Capital Support, and IT Operations and Maintenance..

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Firm Fixed Price Detailed Back-Up Information

MBCR

Confidential, Proprietary or Trade Secret Information

Salaries & Wages

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SALARIES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,388,730.53	$1,388,730.53
Period 2	$1,408,788.72	$2,797,519.25
Period 3	$1,436,308.13	$4,233,827.38
Period 4	$1,429,161.44	$5,662,988.82
Period 5	$1,519,243.87	$7,182,232.69
Period 6	$1,492,432.57	$8,674,665.26
Period 7	$1,545,989.19	$10,220,654.45
Period 8	$1,542,785.37	$11,763,439.82
Period 9	$1,529,768.64	$13,293,208.46
Period 10	$1,521,791.65	$14,815,000.11
Period 11	$1,565,092.76	$16,380,092.87
Period 12	$1,429,151.57	$17,809,244.44
Totals:	$17,809,244.44	$17,809,244.44

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 WAGES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$8,118,681.94	$8,118,681.94
Period 2	$7,641,089.64	$15,759,771.58
Period 3	$8,189,045.76	$23,948,817.34
Period 4	$8,062,001.61	$32,010,818.95
Period 5	$8,147,635.70	$40,158,454.65
Period 6	$7,983,702.23	$48,142,156.88
Period 7	$8,492,100.25	$56,634,257.13
Period 8	$8,416,764.98	$65,051,022.11
Period 9	$8,179,882.90	$73,230,905.01
Period 10	$8,533,461.72	$81,764,366.73
Period 11	$8,553,972.18	$90,318,338.91
Period 12	$8,533,102.62	$98,851,441.53
Totals:	$98,851,441.53	$98,851,441.53

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 OVERTIME

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,909,772.23	$2,909,772.23
Period 2	$2,645,633.74	$5,555,405.97
Period 3	$2,990,123.58	$8,545,529.55
Period 4	$2,963,139.78	$11,508,669.33
Period 5	$2,890,847.54	$14,399,516.87
Period 6	$2,999,592.68	$17,399,109.55
Period 7	$3,129,272.44	$20,528,381.99
Period 8	$3,292,182.61	$23,820,564.60
Period 9	$3,038,850.68	$26,859,415.28
Period 10	$3,438,281.00	$30,297,696.28
Period 11	$3,197,426.10	$33,495,122.38
Period 12	$3,306,810.79	$36,801,933.17
Totals:	$36,801,933.17	$36,801,933.17

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SNOW OVERTIME

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$163,103.00	$163,103.00
Period 2	$82,176.00	$245,279.00
Period 3	$144,150.00	$389,429.00
Period 4	$13,849.00	$403,278.00
Period 5	$0.00	$403,278.00
Period 6	$0.00	$403,278.00
Period 7	$0.00	$403,278.00
Period 8	$0.00	$403,278.00
Period 9	$0.00	$403,278.00
Period 10	$0.00	$403,278.00
Period 11	$67,740.00	$471,018.00
Period 12	$297,167.00	$768,185.00
Totals:	$768,185.00	$768,185.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 TEMP SERVICES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$9,620.38	$9,620.38
Period 2	$17,053.71	$26,674.09
Period 3	$14,397.33	$41,071.42
Period 4	$15,478.08	$56,549.50
Period 5	$16,684.50	$73,234.00
Period 6	$26,083.66	$99,317.66
Period 7	$16,842.06	$116,159.72
Period 8	$16,808.42	$132,968.14
Period 9	$10,479.55	$143,447.69
Period 10	$12,968.65	$156,416.34
Period 11	$10,754.07	$167,170.41
Period 12	$6,928.54	$174,098.95
Totals:	$174,098.95	$174,098.95

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SECONDED STAFF

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$70,752.81	$70,752.81
Period 2	$52,954.96	$123,707.77
Period 3	$120,102.19	$243,809.96
Period 4	$52,023.41	$295,833.37
Period 5	$43,832.00	$339,665.37
Period 6	$43,344.16	$383,009.53
Period 7	$43,443.00	$426,452.53
Period 8	$60,434.99	$486,887.52
Period 9	$48,300.18	$535,187.70
Period 10	$41,229.89	$576,417.59
Period 11	$44,028.75	$620,446.34
Period 12	$42,144.22	$662,590.56
Totals:	$662,590.56	$662,590.56

Confidential, Proprietary, or Trade Secret Information

Employee Benefits

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 DISABILITY INS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$9,984.57	$9,984.57
Period 2	$9,989.67	$19,974.24
Period 3	$10,802.29	$30,776.53
Period 4	$14,965.04	$45,741.57
Period 5	$10,943.95	$56,685.52
Period 6	$10,969.31	$67,654.83
Period 7	$8,440.30	$76,095.13
Period 8	$10,068.50	$86,163.63
Period 9	$10,149.96	$96,313.59
Period 10	$10,148.01	$106,461.60
Period 11	$10,233.58	$116,695.18
Period 12	$10,376.87	$127,072.05
Totals:	$127,072.05	$127,072.05

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RR RETIRE TAX

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,256,415.38	$2,256,415.38
Period 2	$2,113,841.78	$4,370,257.16
Period 3	$2,306,447.76	$6,676,704.92
Period 4	$2,236,455.58	$8,913,160.50
Period 5	$2,246,850.65	$11,160,011.15
Period 6	$2,223,214.80	$13,383,225.95
Period 7	$2,326,785.72	$15,710,011.67
Period 8	$2,257,476.10	$17,967,487.77
Period 9	$2,037,434.85	$20,004,922.62
Period 10	$2,001,575.60	$22,006,498.22
Period 11	$1,762,674.59	$23,769,172.81
Period 12	$1,780,050.72	$25,549,223.53
Totals:	$25,549,223.53	$25,549,223.53

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 MEDICARE TAX

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$178,889.67	$178,889.67
Period 2	$167,108.54	$345,998.21
Period 3	$182,378.66	$528,376.87
Period 4	$177,466.45	$705,843.32
Period 5	$178,709.60	$884,552.92
Period 6	$177,418.72	$1,061,971.64
Period 7	$187,178.62	$1,249,150.26
Period 8	$188,437.64	$1,437,587.90
Period 9	$181,374.39	$1,618,962.29
Period 10	$191,964.84	$1,810,927.13
Period 11	$190,414.83	$2,001,341.96
Period 12	$198,972.02	$2,200,313.98
Totals:	$2,200,313.98	$2,200,313.98

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 401K EMPLOYER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$20,650.38	$20,650.38
Period 2	$21,008.90	$41,659.28
Period 3	$21,449.98	$63,109.26
Period 4	$27,783.23	$90,892.49
Period 5	$21,567.82	$112,460.31
Period 6	$21,120.75	$133,581.06
Period 7	$21,269.78	$154,850.84
Period 8	$21,499.28	$176,350.12
Period 9	$21,593.64	$197,943.76
Period 10	$24,523.26	$222,467.02
Period 11	$23,300.79	$245,767.81
Period 12	$23,923.16	$269,690.97
Totals:	$269,690.97	$269,690.97

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 UNION HEALTH IN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,310,361.37	$2,310,361.37
Period 2	$2,623,230.46	$4,933,591.83
Period 3	$2,463,636.09	$7,397,227.92
Period 4	$2,032,031.41	$9,429,259.33
Period 5	$2,227,996.99	$11,657,256.32
Period 6	$2,022,724.15	$13,679,980.47
Period 7	$2,254,424.86	$15,934,405.33
Period 8	$2,072,457.87	$18,006,863.20
Period 9	$2,356,859.13	$20,363,722.33
Period 10	$2,013,386.75	$22,377,109.08
Period 11	$1,932,541.03	$24,309,650.11
Period 12	$2,314,171.11	$26,623,821.22
Totals:	$26,623,821.22	$26,623,821.22

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 UNION HEALTH CO

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($153,995.57)	($153,995.57)
Period 2	($140,798.67)	($294,794.24)
Period 3	($150,275.41)	($445,069.65)
Period 4	($146,862.06)	($591,931.71)
Period 5	($155,632.88)	($747,564.59)
Period 6	($144,403.02)	($891,967.61)
Period 7	($171,822.14)	($1,063,789.75)
Period 8	($163,708.12)	($1,227,497.87)
Period 9	($161,830.33)	($1,389,328.20)
Period 10	($170,221.60)	($1,559,549.80)
Period 11	($163,256.96)	($1,722,806.76)
Period 12	($113,407.67)	($1,836,214.43)
Totals:	($1,836,214.43)	($1,836,214.43)

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 STOP LOSS FUNDS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	($314,129.49)	($314,129.49)
Period 4	($47,384.86)	($361,514.35)
Period 5	($5,599.86)	($367,114.21)
Period 6	($150,000.00)	($517,114.21)
Period 7	$6,746.56	($510,367.65)
Period 8	$0.00	($510,367.65)
Period 9	$0.00	($510,367.65)
Period 10	($8,102.99)	($518,470.64)
Period 11	$0.00	($518,470.64)
Period 12	$0.00	($518,470.64)
Totals:	($518,470.64)	($518,470.64)

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SALARIED HEALTH

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$260,741.26	$260,741.26
Period 2	$288,807.77	$549,549.03
Period 3	$268,257.21	$817,806.24
Period 4	$232,489.23	$1,050,295.47
Period 5	$243,344.81	$1,293,640.28
Period 6	$219,848.87	$1,513,489.15
Period 7	$246,357.62	$1,759,846.77
Period 8	$231,331.68	$1,991,178.45
Period 9	$260,965.75	$2,252,144.20
Period 10	$219,758.75	$2,471,902.95
Period 11	$212,620.57	$2,684,523.52
Period 12	$262,346.18	$2,946,869.70
Totals:	$2,946,869.70	$2,946,869.70

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SAL HEALTH CONT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($23,076.01)	($23,076.01)
Period 2	($23,083.81)	($46,159.82)
Period 3	($23,247.95)	($69,407.77)
Period 4	($23,373.47)	($92,781.24)
Period 5	($25,119.11)	($117,900.35)
Period 6	($23,304.51)	($141,204.86)
Period 7	($23,277.75)	($164,482.61)
Period 8	($23,536.75)	($188,019.36)
Period 9	($23,937.66)	($211,957.02)
Period 10	($23,618.73)	($235,575.75)
Period 11	($23,723.74)	($259,299.49)
Period 12	($23,767.34)	($283,066.83)
Totals:	($283,066.83)	($283,066.83)

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SALARIED LIFE I

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,007.06	$3,007.06
Period 2	$2,983.10	$5,990.16
Period 3	$4,346.45	$10,336.61
Period 4	$4,424.54	$14,761.15
Period 5	$4,433.05	$19,194.20
Period 6	$4,772.26	$23,966.46
Period 7	$4,128.05	$28,094.51
Period 8	$4,362.94	$32,457.45
Period 9	$4,445.95	$36,903.40
Period 10	$4,392.45	$41,295.85
Period 11	$4,335.22	$45,631.07
Period 12	$4,640.06	$50,271.13
Totals:	$50,271.13	$50,271.13

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 UNION LIFE INS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$4,370.60	$4,370.60
Period 2	$4,370.54	$8,741.14
Period 3	$4,508.41	$13,249.55
Period 4	$4,523.96	$17,773.51
Period 5	$4,583.81	$22,357.32
Period 6	$4,599.41	$26,956.73
Period 7	$4,612.41	$31,569.14
Period 8	$4,609.79	$36,178.93
Period 9	$4,588.97	$40,767.90
Period 10	$4,576.03	$45,343.93
Period 11	$4,661.80	$50,005.73
Period 12	$4,628.04	$54,633.77
Totals:	$54,633.77	$54,633.77

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SALARIED DENTAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$9,492.14	$9,492.14
Period 2	$12,251.11	$21,743.25
Period 3	$11,856.04	$33,599.29
Period 4	$9,418.97	$43,018.26
Period 5	$10,283.29	$53,301.55
Period 6	$10,989.21	$64,290.76
Period 7	$8,550.31	$72,841.07
Period 8	$13,328.98	$86,170.05
Period 9	$10,594.16	$96,764.21
Period 10	$10,980.61	$107,744.82
Period 11	$11,035.57	$118,780.39
Period 12	$11,152.24	$129,932.63
Totals:	$129,932.63	$129,932.63

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 UNION DENTAL IN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$148,973.58	$148,973.58
Period 2	$130,838.21	$279,811.79
Period 3	$128,163.13	$407,974.92
Period 4	$106,150.16	$514,125.08
Period 5	$113,160.23	$627,285.31
Period 6	$121,240.97	$748,526.28
Period 7	$98,186.00	$846,712.28
Period 8	$139,174.69	$985,886.97
Period 9	$115,734.96	$1,101,621.93
Period 10	$120,492.12	$1,222,114.05
Period 11	$120,412.19	$1,342,526.24
Period 12	$120,291.51	$1,462,817.75
Totals:	$1,462,817.75	$1,462,817.75

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 401K EMPLOYER M

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$57,001.22	$57,001.22
Period 2	$58,515.14	$115,516.36
Period 3	$58,317.51	$173,833.87
Period 4	$78,740.81	$252,574.68
Period 5	$58,737.40	$311,312.08
Period 6	$57,550.92	$368,863.00
Period 7	$57,359.13	$426,222.13
Period 8	$57,793.72	$484,015.85
Period 9	$57,160.04	$541,175.89
Period 10	$65,188.07	$606,363.96
Period 11	$59,442.42	$665,806.38
Period 12	$66,430.44	$732,236.82
Totals:	$732,236.82	$732,236.82

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 T&A INSURANCE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,573.39	$1,573.39
Period 2	$1,573.34	$3,146.73
Period 3	$1,638.42	$4,785.15
Period 4	$1,647.05	$6,432.20
Period 5	$1,651.90	$8,084.10
Period 6	$1,657.12	$9,741.22
Period 7	$1,652.73	$11,393.95
Period 8	$1,653.57	$13,047.52
Period 9	$1,681.91	$14,729.43
Period 10	$1,679.18	$16,408.61
Period 11	$1,694.37	$18,102.98
Period 12	$1,710.89	$19,813.87
Totals:	$19,813.87	$19,813.87

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 POST RETIREMENT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$207,000.01	$207,000.01
Period 2	$227,000.01	$434,000.02
Period 3	$492,336.29	$926,336.31
Period 4	$207,000.00	$1,133,336.31
Period 5	$206,999.99	$1,340,336.30
Period 6	$206,999.99	$1,547,336.29
Period 7	$207,000.00	$1,754,336.29
Period 8	$206,999.99	$1,961,336.28
Period 9	$207,000.00	$2,168,336.28
Period 10	$207,000.01	$2,375,336.29
Period 11	$206,999.99	$2,582,336.28
Period 12	($75,813.29)	$2,506,522.99
Totals:	$2,506,522.99	$2,506,522.99

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 EMPLOYEE ASSIST

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,935.46	$3,935.46
Period 2	$3,935.44	$7,870.90
Period 3	$3,935.43	$11,806.33
Period 4	$3,935.43	$15,741.76
Period 5	$26,590.45	$42,332.21
Period 6	$9,599.20	$51,931.41
Period 7	$9,599.20	$61,530.61
Period 8	$3,935.43	$65,466.04
Period 9	$9,598.83	$75,064.87
Period 10	$9,598.55	$84,663.42
Period 11	$3,935.46	$88,598.88
Period 12	$15,262.95	$103,861.83
Totals:	$103,861.83	$103,861.83

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BENEFIT ADMIN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$110,929.89	$110,929.89
Period 2	$112,619.16	$223,549.05
Period 3	$116,685.90	$340,234.95
Period 4	$114,256.65	$454,491.60
Period 5	$115,005.09	$569,496.69
Period 6	$124,767.60	$694,264.29
Period 7	$108,069.14	$802,333.43
Period 8	$102,848.68	$905,182.11
Period 9	$107,025.84	$1,012,207.95
Period 10	$106,765.09	$1,118,973.04
Period 11	$106,721.70	$1,225,694.74
Period 12	$115,608.16	$1,341,302.90
Totals:	$1,341,302.90	$1,341,302.90

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SUPPLEMENT SICK

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$8,920.19	$8,920.19
Period 2	$11,937.86	$20,858.05
Period 3	$15,556.07	$36,414.12
Period 4	$15,946.70	$52,360.82
Period 5	$12,391.20	$64,752.02
Period 6	$17,315.56	$82,067.58
Period 7	$24,549.47	$106,617.05
Period 8	$26,061.46	$132,678.51
Period 9	$30,056.83	$162,735.34
Period 10	$44,105.28	$206,840.62
Period 11	$60,748.09	$267,588.71
Period 12	$838,798.73	$1,106,387.44
Totals:	$1,106,387.44	$1,106,387.44

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 UNEMPLOYEMENT I

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$79,000.00	$79,000.00
Period 2	$81,240.57	$160,240.57
Period 3	$78,999.76	$239,240.33
Period 4	$79,000.00	$318,240.33
Period 5	$79,000.00	$397,240.33
Period 6	$78,999.93	$476,240.26
Period 7	$78,999.97	$555,240.23
Period 8	$78,999.94	$634,240.17
Period 9	$78,999.97	$713,240.14
Period 10	$78,999.92	$792,240.06
Period 11	$78,999.98	$871,240.04
Period 12	$78,999.96	$950,240.00
Totals:	$950,240.00	$950,240.00

Confidential, Proprietary or Trade Secret Information

Employee Related Expenses

Confidential, Proprietary or Trade Secret Information

[redacted]n ID: 2012 EMP PAYROLL SYS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$999.95	$999.95
Period 2	$0.00	$999.95
Period 3	$0.00	$999.95
Period 4	$0.00	$999.95
Period 5	$0.00	$999.95
Period 6	$0.00	$999.95
Period 7	$0.00	$999.95
Period 8	$0.00	$999.95
Period 9	$0.00	$999.95
Period 10	$0.00	$999.95
Period 11	$0.00	$999.95
Period 12	$0.00	$999.95
Totals:	$999.95	$999.95

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 EMP NON PAY SYS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$340.00	$340.00
Period 2	$775.00	$1,115.00
Period 3	$205.99	$1,320.99
Period 4	$393.50	$1,714.49
Period 5	$187.99	$1,902.48
Period 6	$690.02	$2,592.50
Period 7	$4,335.62	$6,928.12
Period 8	$502.00	$7,430.12
Period 9	$1,105.82	$8,535.94
Period 10	$423.67	$8,959.61
Period 11	$853.25	$9,812.86
Period 12	$664.00	$10,476.86
Totals:	$10,476.86	$10,476.86

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 EMPLOYEMENT REC

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$623.00	$623.00
Period 3	$42,458.00	$43,081.00
Period 4	$600.00	$43,681.00
Period 5	$200.00	$43,881.00
Period 6	$419.00	$44,300.00
Period 7	$0.00	$44,300.00
Period 8	$0.00	$44,300.00
Period 9	$0.00	$44,300.00
Period 10	$0.00	$44,300.00
Period 11	$53,900.00	$98,200.00
Period 12	$0.00	$98,200.00
Totals:	$98,200.00	$98,200.00

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 EMPLOYEE RELOCA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$1,990.00	$1,990.00
Period 6	$0.00	$1,990.00
Period 7	$0.00	$1,990.00
Period 8	$0.00	$1,990.00
Period 9	$389.85	$2,379.85
Period 10	$0.00	$2,379.85
Period 11	$0.00	$2,379.85
Period 12	$0.00	$2,379.85
Totals:	$2,379.85	$2,379.85

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 UNIFORMS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,000.92	$1,000.92
Period 2	$3,772.77	$4,773.69
Period 3	$4,233.51	$9,007.20
Period 4	$201,109.97	$210,117.17
Period 5	$2,674.17	$212,791.34
Period 6	$4,464.73	$217,256.07
Period 7	$159.15	$217,415.22
Period 8	$1,272.03	$218,687.25
Period 9	$1,101.79	$219,789.04
Period 10	$1,800.49	$221,589.53
Period 11	$1,507.16	$223,096.69
Period 12	$2,388.87	$225,485.56
Totals:	$225,485.56	$225,485.56

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 TRAINING COURSE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$11,852.31	$11,852.31
Period 2	$27,774.65	$39,626.96
Period 3	$9,654.41	$49,281.37
Period 4	$10,259.99	$59,541.36
Period 5	$16,954.53	$76,495.89
Period 6	$22,570.15	$99,066.04
Period 7	$69,408.94	$168,474.98
Period 8	$22,381.78	$190,856.76
Period 9	$19,738.67	$210,595.43
Period 10	$10,233.60	$220,829.03
Period 11	$1,144.22	$221,973.25
Period 12	$4,197.08	$226,170.33
Totals:	$226,170.33	$226,170.33

Confidential, Proprietary or Trade Secret Information

[redacted]n ID: 2012 D&A PREEMPLOYEM

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$29,496.46	$29,496.46
Period 2	$27,657.26	$57,153.72
Period 3	$41,706.15	$98,859.87
Period 4	$13,981.67	$112,841.54
Period 5	$32,308.11	$145,149.65
Period 6	$43,946.60	$189,096.25
Period 7	$18,424.87	$207,521.12
Period 8	$25,464.79	$232,985.91
Period 9	$18,382.29	$251,368.20
Period 10	$29,974.24	$281,342.44
Period 11	$32,344.06	$313,686.50
Period 12	$21,921.27	$335,607.77
Totals:	$335,607.77	$335,607.77

Confidential, Proprietary or Trade Secret Information

[redacted]n ID: 2012 EDUCATION ASSIS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,618.72	$1,618.72
Period 2	$0.00	$1,618.72
Period 3	$0.00	$1,618.72
Period 4	$549.48	$2,168.20
Period 5	$1,413.38	$3,581.58
Period 6	$2,041.90	$5,623.48
Period 7	$0.00	$5,623.48
Period 8	$558.38	$6,181.86
Period 9	$0.00	$6,181.86
Period 10	$0.00	$6,181.86
Period 11	$0.00	$6,181.86
Period 12	$0.00	$6,181.86
Totals:	$6,181.86	$6,181.86

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 OPERATION REDBL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$45.96	$45.96
Period 6	$0.00	$45.96
Period 7	$0.00	$45.96
Period 8	$0.00	$45.96
Period 9	$0.00	$45.96
Period 10	$46.06	$92.02
Period 11	$0.00	$92.02
Period 12	$0.00	$92.02
Totals:	$92.02	$92.02

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 PAYROLL PROCESS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$39,853.57	$39,853.57
Period 2	$34,260.12	$74,113.69
Period 3	$23,650.25	$97,763.94
Period 4	$15,005.15	$112,769.09
Period 5	$24,232.84	$137,001.93
Period 6	$30,149.66	$167,151.59
Period 7	$30,000.48	$197,152.07
Period 8	$24,098.55	$221,250.62
Period 9	$27,147.86	$248,398.48
Period 10	$32,704.36	$281,102.84
Period 11	$27,296.01	$308,398.85
Period 12	$30,357.51	$338,756.36
Totals:	$338,756.36	$338,756.36

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 TRAVEL M&C

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$281.89	$281.89
Period 2	$1,251.91	$1,533.80
Period 3	$10,306.02	$11,839.82
Period 4	$12,755.34	$24,595.16
Period 5	($1,124.90)	$23,470.26
Period 6	$14,067.47	$37,537.73
Period 7	$774.26	$38,311.99
Period 8	$8,564.56	$46,876.55
Period 9	$10,871.90	$57,748.45
Period 10	$13,087.47	$70,835.92
Period 11	$17,760.85	$88,596.77
Period 12	$15,723.75	$104,320.52
Totals:	$104,320.52	$104,320.52

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 TRAVEL OTHER TR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$192.45	$192.45
Period 9	$0.00	$192.45
Period 10	$0.00	$192.45
Period 11	$0.00	$192.45
Period 12	$0.00	$192.45
Totals:	$192.45	$192.45

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 TRAVEL PAYROLL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$16,468.56	$16,468.56
Period 2	$10,514.26	$26,982.82
Period 3	$21,458.11	$48,440.93
Period 4	$20,842.62	$69,283.55
Period 5	$28,676.73	$97,960.28
Period 6	$17,988.30	$115,948.58
Period 7	$21,782.67	$137,731.25
Period 8	$27,259.18	$164,990.43
Period 9	$29,057.89	$194,048.32
Period 10	$38,867.13	$232,915.45
Period 11	$40,812.29	$273,727.74
Period 12	$26,954.98	$300,682.72
Totals:	$300,682.72	$300,682.72

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 TRAVEL OTHER BU

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,788.90	$1,788.90
Period 2	$924.08	$2,712.98
Period 3	$21,029.73	$23,742.71
Period 4	$13,976.34	$37,719.05
Period 5	$10,216.90	$47,935.95
Period 6	$1,707.72	$49,643.67
Period 7	$5,398.08	$55,041.75
Period 8	$5,509.78	$60,551.53
Period 9	$10,779.72	$71,331.25
Period 10	$8,156.30	$79,487.55
Period 11	$6,951.50	$86,439.05
Period 12	$20,423.81	$106,862.86
Totals:	$106,862.86	$106,862.86

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 EMPLOYEE DEVEL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,121.05	$3,121.05
Period 2	$7,822.25	$10,943.30
Period 3	$2,200.31	$13,143.61
Period 4	$84.98	$13,228.59
Period 5	$226.56	$13,455.15
Period 6	$4,626.20	$18,081.35
Period 7	$3,592.60	$21,673.95
Period 8	$884.81	$22,558.76
Period 9	$464.97	$23,023.73
Period 10	$372.46	$23,396.19
Period 11	$125.00	$23,521.19
Period 12	$355.92	$23,877.11
Totals:	$23,877.11	$23,877.11

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ENTERTAINMENT O

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$101.94	$101.94
Period 2	$137.00	$238.94
Period 3	$93.10	$332.04
Period 4	$40.00	$372.04
Period 5	$2.30	$374.34
Period 6	$49.26	$423.60
Period 7	$0.00	$423.60
Period 8	$0.00	$423.60
Period 9	$20.40	$444.00
Period 10	$190.36	$634.36
Period 11	$286.32	$920.68
Period 12	$394.75	$1,315.43
Totals:	$1,315.43	$1,315.43

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SAFETY RECONGNI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$16,217.95	$16,217.95
Period 2	$300.00	$16,517.95
Period 3	$0.00	$16,517.95
Period 4	$342.00	$16,859.95
Period 5	$261.00	$17,120.95
Period 6	($16.43)	$17,104.52
Period 7	$0.00	$17,104.52
Period 8	$0.00	$17,104.52
Period 9	$1,608.54	$18,713.06
Period 10	$0.00	$18,713.06
Period 11	$0.00	$18,713.06
Period 12	$0.00	$18,713.06
Totals:	$18,713.06	$18,713.06

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2013 EMPL EXP M&I

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$10,392.67	$10,392.67
Period 2	$8,503.10	$18,895.77
Period 3	$8,143.85	$27,039.62
Period 4	$5,896.28	$32,935.90
Period 5	$15,528.19	$48,464.09
Period 6	$5,554.54	$54,018.63
Period 7	$5,868.69	$59,887.32
Period 8	$10,979.92	$70,867.24
Period 9	$9,335.21	$80,202.45
Period 10	$6,176.13	$86,378.58
Period 11	$12,094.73	$98,473.31
Period 12	$31,672.49	$130,145.80
Totals:	$130,145.80	$130,145.80

Confidential, Proprietary or Trade Secret Information

Professional Fees

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 OUTSIDE LEGAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$96,897.50	$96,897.50
Period 2	$101,821.91	$198,719.41
Period 3	$36,276.93	$234,996.34
Period 4	($8,397.00)	$226,599.34
Period 5	$60,851.94	$287,451.28
Period 6	$18,719.23	$306,170.51
Period 7	$36,630.25	$342,800.76
Period 8	$55,038.72	$397,839.48
Period 9	$15,634.64	$413,474.12
Period 10	$30,543.11	$444,017.23
Period 11	$5,809.22	$449,826.45
Period 12	$114,053.26	$563,879.71
Totals:	$563,879.71	$563,879.71

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 AUDIT FEES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$12,084.00	$12,084.00
Period 2	$12,084.00	$24,168.00
Period 3	$12,084.00	$36,252.00
Period 4	$12,084.00	$48,336.00
Period 5	$12,084.00	$60,420.00
Period 6	$12,084.00	$72,504.00
Period 7	$12,084.00	$84,588.00
Period 8	$12,084.00	$96,672.00
Period 9	$12,084.00	$108,756.00
Period 10	$12,084.00	$120,840.00
Period 11	$12,084.00	$132,924.00
Period 12	$12,084.00	$145,008.00
Totals:	$145,008.00	$145,008.00

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 CONSULTENCY GOV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$12,500.00	$12,500.00
Period 2	$12,500.00	$25,000.00
Period 3	$12,500.00	$37,500.00
Period 4	$12,500.00	$50,000.00
Period 5	$12,500.00	$62,500.00
Period 6	$12,500.00	$75,000.00
Period 7	$12,500.00	$87,500.00
Period 8	$12,500.00	$100,000.00
Period 9	$12,500.00	$112,500.00
Period 10	$12,500.00	$125,000.00
Period 11	$12,500.00	$137,500.00
Period 12	$12,500.00	$150,000.00
Totals:	$150,000.00	$150,000.00

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RP COMMUNICATIO

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$23,591.08	$23,591.08
Period 2	$11,556.25	$35,147.33
Period 3	$6,052.86	$41,200.19
Period 4	$11,532.00	$52,732.19
Period 5	$11,500.00	$64,232.19
Period 6	$11,842.45	$76,074.64
Period 7	$11,585.76	$87,660.40
Period 8	$11,500.00	$99,160.40
Period 9	$7,560.10	$106,720.50
Period 10	$15,037.20	$121,757.70
Period 11	$17,644.40	$139,402.10
Period 12	$7,640.00	$147,042.10
Totals:	$147,042.10	$147,042.10

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 CONSULTING FEES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$38,043.52	$38,043.52
Period 2	$312,019.96	$350,063.48
Period 3	$134,349.39	$484,412.87
Period 4	$125,192.15	$609,605.02
Period 5	$403,535.64	$1,013,140.66
Period 6	$451,362.61	$1,464,503.27
Period 7	$239,090.81	$1,703,594.08
Period 8	$345,460.76	$2,049,054.84
Period 9	$183,133.76	$2,232,188.60
Period 10	$451,844.43	$2,684,033.03
Period 11	$372,233.08	$3,056,266.11
Period 12	$856,349.97	$3,912,616.08
Totals:	$3,912,616.08	$3,912,616.08

Confidential Proprietary or Trade Secret Information

MIS Support

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SOFTWARE MAINT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$42,777.49	$42,777.49
Period 2	$22,750.20	$65,527.69
Period 3	$26,387.27	$91,914.96
Period 4	$38,214.83	$130,129.79
Period 5	$25,599.75	$155,729.54
Period 6	$26,392.83	$182,122.37
Period 7	$49,384.41	$231,506.78
Period 8	($15,657.42)	$215,849.36
Period 9	$38,774.30	$254,623.66
Period 10	$43,165.48	$297,789.14
Period 11	$493.76	$298,282.90
Period 12	$90,251.66	$388,534.56
Totals:	$388,534.56	$388,534.56

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SOTWARE LICENSE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$27,627.81	$27,627.81
Period 2	$506.27	$28,134.08
Period 3	$22,424.81	$50,558.89
Period 4	$31,834.28	$82,393.17
Period 5	$11,359.91	$93,753.08
Period 6	$30,914.07	$124,667.15
Period 7	$6,442.18	$131,109.33
Period 8	$4,555.73	$135,665.06
Period 9	$12,693.44	$148,358.50
Period 10	$14,497.49	$162,855.99
Period 11	($26,712.98)	$136,143.01
Period 12	$135,022.81	$271,165.82
Totals:	$271,165.82	$271,165.82

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 COMPUTER HARDWA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,468.65	$1,468.65
Period 2	$16,252.73	$17,721.38
Period 3	$8,534.49	$26,255.87
Period 4	$36,675.52	$62,931.39
Period 5	$66,029.83	$128,961.22
Period 6	$47,627.14	$176,588.36
Period 7	$21,695.68	$198,284.04
Period 8	$35,868.51	$234,152.55
Period 9	$70,014.00	$304,166.55
Period 10	$3,715.79	$307,882.34
Period 11	$15,149.84	$323,032.18
Period 12	$36,208.72	$359,240.90
Totals:	$359,240.90	$359,240.90

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 COMP FURN & SUP

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$366.94	$366.94
Period 9	$651.40	$1,018.34
Period 10	$0.00	$1,018.34
Period 11	$0.00	$1,018.34
Period 12	$0.00	$1,018.34
Totals:	$1,018.34	$1,018.34

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PER COMP EQUIP

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,745.95	$1,745.95
Period 2	$544.43	$2,290.38
Period 3	$173.75	$2,464.13
Period 4	$502.00	$2,966.13
Period 5	$0.00	$2,966.13
Period 6	$872.50	$3,838.63
Period 7	$2,418.05	$6,256.68
Period 8	$0.00	$6,256.68
Period 9	$6,598.00	$12,854.68
Period 10	$1,482.00	$14,336.68
Period 11	$511.70	$14,848.38
Period 12	$3,008.00	$17,856.38
Totals:	$17,856.38	$17,856.38

Confidential, Proprietary or Trade Secret Information

Office Expenses

Confidential, Proprietary or Trade Secret Information

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 POSTAGE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$6,764.66	$6,764.66
Period 2	$1,489.26	$8,253.92
Period 3	$1,137.07	$9,390.99
Period 4	$1,097.59	$10,488.58
Period 5	$5,796.29	$16,284.87
Period 6	($1,362.76)	$14,922.11
Period 7	$1,675.97	$16,598.08
Period 8	$1,416.71	$18,014.79
Period 9	$1,415.90	$19,430.69
Period 10	$693.93	$20,124.62
Period 11	$1,245.40	$21,370.02
Period 12	$273.10	$21,643.12
Totals:	$21,643.12	$21,643.12

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PUB, SUBS & DON

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,832.55	$3,832.55
Period 2	$690.40	$4,522.95
Period 3	$26,168.30	$30,691.25
Period 4	$1,547.26	$32,238.51
Period 5	$3,612.43	$35,850.94
Period 6	($599.39)	$35,251.55
Period 7	$2,177.20	$37,428.75
Period 8	$2,865.68	$40,294.43
Period 9	$1,303.63	$41,598.06
Period 10	$4,377.00	$45,975.06
Period 11	$835.00	$46,810.06
Period 12	$468.37	$47,278.43
Totals:	$47,278.43	$47,278.43

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OFF EQUIP & FUR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$16,871.95	$16,871.95
Period 2	$18,429.86	$35,301.81
Period 3	$14,844.12	$50,145.93
Period 4	$39,593.66	$89,739.59
Period 5	$10,801.60	$100,541.19
Period 6	$12,011.02	$112,552.21
Period 7	$12,317.97	$124,870.18
Period 8	$21,720.40	$146,590.58
Period 9	$15,980.84	$162,571.42
Period 10	$17,302.60	$179,874.02
Period 11	$9,388.34	$189,262.36
Period 12	$20,087.40	$209,349.76
Totals:	$209,349.76	$209,349.76

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 EQUIP & FUR MAI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($2,793.99)	($2,793.99)
Period 2	$483.54	($2,310.45)
Period 3	$815.33	($1,495.12)
Period 4	$411.59	($1,083.53)
Period 5	$4,143.19	$3,059.66
Period 6	$2,169.22	$5,228.88
Period 7	$2,003.50	$7,232.38
Period 8	$1,257.63	$8,490.01
Period 9	$365.10	$8,855.11
Period 10	$625.45	$9,480.56
Period 11	$669.89	$10,150.45
Period 12	$7,062.48	$17,212.93
Totals:	$17,212.93	$17,212.93

Confidential, Proprietary or Trade Secret Information

[redacted]ption ID: 2012 SUPPLES & EXPEN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$29,844.91	$29,844.91
Period 2	$29,138.37	$58,983.28
Period 3	$23,304.19	$82,287.47
Period 4	$22,344.00	$104,631.47
Period 5	$29,510.33	$134,141.80
Period 6	$23,892.54	$158,034.34
Period 7	$38,792.69	$196,827.03
Period 8	$31,144.43	$227,971.46
Period 9	$21,349.97	$249,321.43
Period 10	$31,429.15	$280,750.58
Period 11	$46,603.21	$327,353.79
Period 12	$34,419.89	$361,773.68
Totals:	$361,773.68	$361,773.68

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 DOCU, PRIN & PH

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$25,213.03	$25,213.03
Period 2	$16,318.33	$41,531.36
Period 3	$32,513.24	$74,044.60
Period 4	$41,137.45	$115,182.05
Period 5	$11,759.61	$126,941.66
Period 6	$29,220.30	$156,161.96
Period 7	$90,022.98	$246,184.94
Period 8	$30,266.72	$276,451.66
Period 9	$32,722.02	$309,173.68
Period 10	$17,619.91	$326,793.59
Period 11	$21,701.36	$348,494.95
Period 12	$98,191.87	$446,686.82
Totals:	$446,686.82	$446,686.82

Confidential, Proprietary or Trade Secret Information

ion ID: 2012 SEMINAR & CONFE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,350.00	$3,350.00
Period 2	$1,569.00	$4,919.00
Period 3	$2,493.09	$7,412.09
Period 4	$1,490.00	$8,902.09
Period 5	$3,300.00	$12,202.09
Period 6	$0.00	$12,202.09
Period 7	$0.00	$12,202.09
Period 8	$2,511.44	$14,713.53
Period 9	$850.00	$15,563.53
Period 10	$70.00	$15,633.53
Period 11	$9,334.77	$24,968.30
Period 12	$4,280.45	$29,248.75
Totals:	$29,248.75	$29,248.75

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 BOARD MEETINGS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$8.50	$8.50
Period 4	$0.00	$8.50
Period 5	$0.00	$8.50
Period 6	$0.00	$8.50
Period 7	$0.00	$8.50
Period 8	$0.00	$8.50
Period 9	$0.00	$8.50
Period 10	$0.00	$8.50
Period 11	$0.00	$8.50
Period 12	$0.00	$8.50
Totals:	$8.50	$8.50

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SPONSORSHIP

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$27,500.00	$27,500.00
Period 2	$0.00	$27,500.00
Period 3	$5,500.00	$33,000.00
Period 4	$10,000.00	$43,000.00
Period 5	$21,140.03	$64,140.03
Period 6	$3,593.90	$67,733.93
Period 7	$7,047.40	$74,781.33
Period 8	$10,750.00	$85,531.33
Period 9	$2,800.00	$88,331.33
Period 10	$12,500.00	$100,831.33
Period 11	$53,885.96	$154,717.29
Period 12	$11,318.19	$166,035.48
Totals:	$166,035.48	$166,035.48

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OFFICE RENTAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$60,420.56	$60,420.56
Period 2	$54,744.98	$115,165.54
Period 3	$65,327.13	$180,492.67
Period 4	$72,243.29	$252,735.96
Period 5	$66,475.03	$319,210.99
Period 6	$60,655.74	$379,866.73
Period 7	$64,271.98	$444,138.71
Period 8	$60,883.79	$505,022.50
Period 9	$56,865.75	$561,888.25
Period 10	$58,510.57	$620,398.82
Period 11	$75,532.76	$695,931.58
Period 12	$80,466.76	$776,398.34
Totals:	$776,398.34	$776,398.34

Confidential, Proprietary or Trade Secret Information

Mechanical Maintenance Of Equipment

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 DELIVEY & DISTR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$76,659.70	$76,659.70
Period 2	$61,206.83	$137,866.53
Period 3	$49,868.06	$187,734.59
Period 4	$55,543.46	$243,278.05
Period 5	$45,263.29	$288,541.34
Period 6	$44,744.95	$333,286.29
Period 7	$51,782.05	$385,068.34
Period 8	$50,434.37	$435,502.71
Period 9	$42,450.50	$477,953.21
Period 10	$39,618.28	$517,571.49
Period 11	$40,011.73	$557,583.22
Period 12	$44,857.11	$602,440.33
Totals:	$602,440.33	$602,440.33

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 MAT & SUPP ISSU

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,527,548.66	$1,527,548.66
Period 2	$1,378,328.32	$2,905,876.98
Period 3	$1,546,541.56	$4,452,418.54
Period 4	$1,251,359.95	$5,703,778.49
Period 5	$1,608,838.20	$7,312,616.69
Period 6	$1,268,200.01	$8,580,816.70
Period 7	$1,239,021.80	$9,819,838.50
Period 8	$1,654,753.10	$11,474,591.60
Period 9	$1,348,775.81	$12,823,367.41
Period 10	$1,276,962.43	$14,100,329.84
Period 11	$1,449,424.31	$15,549,754.15
Period 12	$994,921.00	$16,544,675.15
Totals:	$16,544,675.15	$16,544,675.15

Confidential, Proprietary or Trade Secret Information

MBCR LIVE!
ACCOUNT ROLLUP INQUIRY FOR 2012
General Ledger

[redacted]ion ID: 2012 DIRECT PUR MAT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$9,505.61	$9,505.61
Period 2	$74,877.07	$84,382.68
Period 3	$172,106.65	$256,489.33
Period 4	$555,962.87	$812,452.20
Period 5	$131,563.09	$944,015.29
Period 6	$61,238.15	$1,005,253.44
Period 7	$103,860.69	$1,109,114.13
Period 8	$346,304.52	$1,455,418.65
Period 9	$23,565.23	$1,478,983.88
Period 10	$51,953.93	$1,530,937.81
Period 11	$68,535.31	$1,599,473.12
Period 12	($167,093.97)	$1,432,379.15
Totals:	$1,432,379.15	$1,432,379.15

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 MAT REPAIR OUTS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$43,114.19	$43,114.19
Period 2	$2,805.19	$45,919.38
Period 3	$72,294.44	$118,213.82
Period 4	$49,904.13	$168,117.95
Period 5	$8,516.95	$176,634.90
Period 6	$23,430.00	$200,064.90
Period 7	$58,203.93	$258,268.83
Period 8	$54,126.02	$312,394.85
Period 9	$36,547.61	$348,942.46
Period 10	$75,752.01	$424,694.47
Period 11	$33,336.53	$458,031.00
Period 12	$57,932.49	$515,963.49
Totals:	$515,963.49	$515,963.49

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 MAINTENANCE OUT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$3,000.00	$3,000.00
Period 4	$570.50	$3,570.50
Period 5	$0.00	$3,570.50
Period 6	$1,141.00	$4,711.50
Period 7	$26,819.57	$31,531.07
Period 8	$70,859.97	$102,391.04
Period 9	$517,941.81	$620,332.85
Period 10	$21,857.60	$642,190.45
Period 11	($3,225.37)	$638,965.08
Period 12	$31,840.77	$670,805.85
Totals:	$670,805.85	$670,805.85

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SERV LOCOMO OUT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$16,245.10	$16,245.10
Period 2	$15,811.27	$32,056.37
Period 3	$8,881.83	$40,938.20
Period 4	$10,219.48	$51,157.68
Period 5	$5,254.36	$56,412.04
Period 6	$14,919.48	$71,331.52
Period 7	$11,063.09	$82,394.61
Period 8	$12,096.34	$94,490.95
Period 9	$10,556.94	$105,047.89
Period 10	$8,604.61	$113,652.50
Period 11	$11,762.06	$125,414.56
Period 12	$6,724.61	$132,139.17
Totals:	$132,139.17	$132,139.17

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 TEST MAT & SERV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,177.60	$2,177.60
Period 2	$3,637.75	$5,815.35
Period 3	$0.00	$5,815.35
Period 4	$2,085.27	$7,900.62
Period 5	$3,546.40	$11,447.02
Period 6	$3,522.40	$14,969.42
Period 7	$4,570.40	$19,539.82
Period 8	$4,029.60	$23,569.42
Period 9	$2,075.20	$25,644.62
Period 10	$3,530.40	$29,175.02
Period 11	$4,479.21	$33,654.23
Period 12	$1,156.00	$34,810.23
Totals:	$34,810.23	$34,810.23

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PURCH PRICE VAR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,629.20	$1,629.20
Period 2	$3,353.68	$4,982.88
Period 3	$7,740.77	$12,723.65
Period 4	$3,363.30	$16,086.95
Period 5	$1,673.99	$17,760.94
Period 6	$2,359.06	$20,120.00
Period 7	($1,965.88)	$18,154.12
Period 8	$6,029.25	$24,183.37
Period 9	$6,270.56	$30,453.93
Period 10	$7,053.11	$37,507.04
Period 11	$1,808.05	$39,315.09
Period 12	$9,160.46	$48,475.55
Totals:	$48,475.55	$48,475.55

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SHOP SUPPLIES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$175.06	$175.06
Period 2	$4,843.73	$5,018.79
Period 3	$4,430.14	$9,448.93
Period 4	$2,815.16	$12,264.09
Period 5	$3,646.41	$15,910.50
Period 6	$2,115.40	$18,025.90
Period 7	$12,538.15	$30,564.05
Period 8	$5,729.65	$36,293.70
Period 9	$6,698.25	$42,991.95
Period 10	$17,519.93	$60,511.88
Period 11	$32,940.62	$93,452.50
Period 12	($15.82)	$93,436.68
Totals:	$93,436.68	$93,436.68

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SHOP EQUIP MISC

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,846.22	$1,846.22
Period 2	$1,205.55	$3,051.77
Period 3	$7,328.84	$10,380.61
Period 4	$13,893.02	$24,273.63
Period 5	$11,682.08	$35,955.71
Period 6	$3,152.78	$39,108.49
Period 7	$7,171.67	$46,280.16
Period 8	$9,680.91	$55,961.07
Period 9	$9,746.06	$65,707.13
Period 10	$6,930.93	$72,638.06
Period 11	$14,015.75	$86,653.81
Period 12	$12,649.11	$99,302.92
Totals:	$99,302.92	$99,302.92

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OTHER BLD & SPA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$370.00	$370.00
Period 2	$386.45	$756.45
Period 3	$386.45	$1,142.90
Period 4	$386.45	$1,529.35
Period 5	$386.45	$1,915.80
Period 6	$386.45	$2,302.25
Period 7	$386.45	$2,688.70
Period 8	$386.45	$3,075.15
Period 9	$386.45	$3,461.60
Period 10	$135.00	$3,596.60
Period 11	$653.84	$4,250.44
Period 12	$386.45	$4,636.89
Totals:	$4,636.89	$4,636.89

Confidential, Proprietary or Trade Secret Information

Engineering/ Facility Expense

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 JANITORIAL SERV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$71,367.49	$71,367.49
Period 2	$59,585.46	$130,952.95
Period 3	$75,991.99	$206,944.94
Period 4	$63,427.85	$270,372.79
Period 5	$66,616.73	$336,989.52
Period 6	$72,432.40	$409,421.92
Period 7	$63,699.63	$473,121.55
Period 8	$85,063.81	$558,185.36
Period 9	$70,448.07	$628,633.43
Period 10	$67,165.70	$695,799.13
Period 11	$67,988.52	$763,787.65
Period 12	$67,498.35	$831,286.00
Totals:	$831,286.00	$831,286.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BLDG MAIN SERVI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$59,914.99	$59,914.99
Period 2	$42,511.09	$102,426.08
Period 3	$54,128.31	$156,554.39
Period 4	$76,916.59	$233,470.98
Period 5	$85,383.19	$318,854.17
Period 6	$69,107.34	$387,961.51
Period 7	$62,116.38	$450,077.89
Period 8	$65,364.37	$515,442.26
Period 9	$68,681.45	$584,123.71
Period 10	$73,354.30	$657,478.01
Period 11	$72,277.35	$729,755.36
Period 12	$72,773.67	$802,529.03
Totals:	$802,529.03	$802,529.03

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BLDG MATERIALS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$184,705.72	$184,705.72
Period 2	$153,807.45	$338,513.17
Period 3	$205,357.69	$543,870.86
Period 4	$133,224.62	$677,095.48
Period 5	$188,625.37	$865,720.85
Period 6	$216,328.82	$1,082,049.67
Period 7	$203,134.78	$1,285,184.45
Period 8	$232,817.52	$1,518,001.97
Period 9	$146,165.60	$1,664,167.57
Period 10	$272,100.51	$1,936,268.08
Period 11	$153,123.18	$2,089,391.26
Period 12	$189,449.45	$2,278,840.71
Totals:	$2,278,840.71	$2,278,840.71

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 WAREHOUSING & S

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$95.02	$95.02
Period 2	$1,154.13	$1,249.15
Period 3	$0.00	$1,249.15
Period 4	$458.75	$1,707.90
Period 5	$0.00	$1,707.90
Period 6	$0.00	$1,707.90
Period 7	$457.80	$2,165.70
Period 8	$702.00	$2,867.70
Period 9	$0.00	$2,867.70
Period 10	$0.00	$2,867.70
Period 11	$0.00	$2,867.70
Period 12	$293.99	$3,161.69
Totals:	$3,161.69	$3,161.69

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 EQUIP RENTAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$123,091.27	$123,091.27
Period 2	$17,231.22	$140,322.49
Period 3	$87,158.94	$227,481.43
Period 4	$40,617.96	$268,099.39
Period 5	$87,784.95	$355,884.34
Period 6	$36,382.36	$392,266.70
Period 7	($7,514.58)	$384,752.12
Period 8	$49,976.62	$434,728.74
Period 9	$11,008.82	$445,737.56
Period 10	$37,728.97	$483,466.53
Period 11	$6,648.36	$490,114.89
Period 12	$65,558.03	$555,672.92
Totals:	$555,672.92	$555,672.92

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OTHER EQUIP MAI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$14,033.60	$14,033.60
Period 2	$14,831.43	$28,865.03
Period 3	$34,301.09	$63,166.12
Period 4	$25,123.34	$88,289.46
Period 5	$31,920.91	$120,210.37
Period 6	$37,503.05	$157,713.42
Period 7	$9,133.11	$166,846.53
Period 8	$16,271.69	$183,118.22
Period 9	$28,551.46	$211,669.68
Period 10	$35,723.79	$247,393.47
Period 11	$17,386.85	$264,780.32
Period 12	$20,015.31	$284,795.63
Totals:	$284,795.63	$284,795.63

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SATION CLEANING

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$42,566.76	$42,566.76
Period 2	$39,556.59	$82,123.35
Period 3	$38,578.57	$120,701.92
Period 4	$37,982.21	$158,684.13
Period 5	$41,012.42	$199,696.55
Period 6	$34,538.46	$234,235.01
Period 7	$72,777.46	$307,012.47
Period 8	$41,664.46	$348,676.93
Period 9	$35,082.46	$383,759.39
Period 10	$38,373.46	$422,132.85
Period 11	$32,323.46	$454,456.31
Period 12	$38,373.46	$492,829.77
Totals:	$492,829.77	$492,829.77

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CULVERTS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$175,000.00	$175,000.00
Period 2	$0.00	$175,000.00
Period 3	$0.00	$175,000.00
Period 4	$125,000.00	$300,000.00
Period 5	$92,500.00	$392,500.00
Period 6	$60,511.91	$453,011.91
Period 7	$126,112.75	$579,124.66
Period 8	$100,000.00	$679,124.66
Period 9	$112,500.00	$791,624.66
Period 10	$0.00	$791,624.66
Period 11	$0.00	$791,624.66
Period 12	($215,767.50)	$575,857.16
Totals:	$575,857.16	$575,857.16

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SNOW REMOVAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$5,774.00	$5,774.00
Period 2	$55,491.00	$61,265.00
Period 3	($21,528.75)	$39,736.25
Period 4	$3,540.00	$43,276.25
Period 5	$4,419.73	$47,695.98
Period 6	$0.01	$47,695.99
Period 7	$0.00	$47,695.99
Period 8	$0.00	$47,695.99
Period 9	$0.00	$47,695.99
Period 10	$0.00	$47,695.99
Period 11	$0.00	$47,695.99
Period 12	$3,080.00	$50,775.99
Totals:	$50,775.99	$50,775.99

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BILL SNOW REMOV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$23,971.00	$23,971.00
Period 2	$269.00	$24,240.00
Period 3	$87,486.25	$111,726.25
Period 4	$6,558.00	$118,284.25
Period 5	($0.25)	$118,284.00
Period 6	$0.01	$118,284.01
Period 7	$0.00	$118,284.01
Period 8	$0.00	$118,284.01
Period 9	$0.00	$118,284.01
Period 10	$0.00	$118,284.01
Period 11	$0.00	$118,284.01
Period 12	$0.00	$118,284.01
Totals:	$118,284.01	$118,284.01

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SMALL TOOLS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$59,125.70	$59,125.70
Period 2	$60,823.78	$119,949.48
Period 3	$38,256.02	$158,205.50
Period 4	$45,511.18	$203,716.68
Period 5	$51,276.58	$254,993.26
Period 6	$54,352.12	$309,345.38
Period 7	$38,575.86	$347,921.24
Period 8	$20,578.99	$368,500.23
Period 9	$60,968.35	$429,468.58
Period 10	$130,367.65	$559,836.23
Period 11	$127,285.81	$687,122.04
Period 12	$82,001.44	$769,123.48
Totals:	$769,123.48	$769,123.48

Confidential, Proprietary or Trade Secret Information

Engineering Maintenance of Way

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 TRACK & ROAD MA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$165,531.68	$165,531.68
Period 2	$53,256.76	$218,788.44
Period 3	$87,358.97	$306,147.41
Period 4	$44,914.31	$351,061.72
Period 5	$105,711.76	$456,773.48
Period 6	$32,534.14	$489,307.62
Period 7	$15,117.15	$504,424.77
Period 8	$52,932.75	$557,357.52
Period 9	$24,404.32	$581,761.84
Period 10	$68,519.33	$650,281.17
Period 11	$71,413.22	$721,694.39
Period 12	$54,931.09	$776,625.48
Totals:	$776,625.48	$776,625.48

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BRIDGE STRUC MA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$4,014.40	$4,014.40
Period 6	$3,877.05	$7,891.45
Period 7	$634.50	$8,525.95
Period 8	$135.32	$8,661.27
Period 9	$9,963.37	$18,624.64
Period 10	($13.87)	$18,610.77
Period 11	$0.00	$18,610.77
Period 12	$0.00	$18,610.77
Totals:	$18,610.77	$18,610.77

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 BRIDGE TIES & T

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$2,035.00	$2,035.00
Period 3	$12.91	$2,047.91
Period 4	$0.00	$2,047.91
Period 5	$5,366.73	$7,414.64
Period 6	$655.59	$8,070.23
Period 7	$0.00	$8,070.23
Period 8	$16.90	$8,087.13
Period 9	$0.00	$8,087.13
Period 10	$0.00	$8,087.13
Period 11	$0.00	$8,087.13
Period 12	$0.00	$8,087.13
Totals:	$8,087.13	$8,087.13

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CROSS TIES-ROAD

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$101,368.85	$101,368.85
Period 4	$188,861.11	$290,229.96
Period 5	$362,949.69	$653,179.65
Period 6	$232,322.56	$885,502.21
Period 7	$672,257.01	$1,557,759.22
Period 8	$322,977.50	$1,880,736.72
Period 9	$322,977.46	$2,203,714.18
Period 10	$131,524.14	$2,335,238.32
Period 11	($369,898.85)	$1,965,339.47
Period 12	$322,795.19	$2,288,134.66
Totals:	$2,288,134.66	$2,288,134.66

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SWITCH TIES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,451.93	$1,451.93
Period 2	$15,818.95	$17,270.88
Period 3	$16,983.17	$34,254.05
Period 4	$6,468.64	$40,722.69
Period 5	$41,752.75	$82,475.44
Period 6	$8,059.59	$90,535.03
Period 7	$11,990.32	$102,525.35
Period 8	$856.67	$103,382.02
Period 9	$293.00	$103,675.02
Period 10	$10,035.13	$113,710.15
Period 11	$4,467.98	$118,178.13
Period 12	$5,596.18	$123,774.31
Totals:	$123,774.31	$123,774.31

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RAIL-NEW

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,528.61	$2,528.61
Period 2	$21,626.79	$24,155.40
Period 3	($2,818.08)	$21,337.32
Period 4	$4,685.62	$26,022.94
Period 5	$34,176.92	$60,199.86
Period 6	$35,894.66	$96,094.52
Period 7	$19,067.10	$115,161.62
Period 8	$32,771.77	$147,933.39
Period 9	$9,675.00	$157,608.39
Period 10	$31,317.47	$188,925.86
Period 11	$46,542.91	$235,468.77
Period 12	($375.00)	$235,093.77
Totals:	$235,093.77	$235,093.77

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 WELDED RAIL-NEW

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$64,405.98	$64,405.98
Period 4	($14,053.00)	$50,352.98
Period 5	$0.00	$50,352.98
Period 6	$1,645,137.70	$1,695,490.68
Period 7	$329,769.00	$2,025,259.68
Period 8	$337,986.00	$2,363,245.68
Period 9	$337,986.00	$2,701,231.68
Period 10	$337,986.00	$3,039,217.68
Period 11	($442,949.94)	$2,596,267.74
Period 12	$137,948.96	$2,734,216.70
Totals:	$2,734,216.70	$2,734,216.70

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RAIL-SECONDHAND

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	($402.33)	($402.33)
Period 3	$0.00	($402.33)
Period 4	$0.00	($402.33)
Period 5	$0.00	($402.33)
Period 6	$0.00	($402.33)
Period 7	$409.50	$7.17
Period 8	$0.00	$7.17
Period 9	$0.00	$7.17
Period 10	$819.00	$826.17
Period 11	$2,789.28	$3,615.45
Period 12	$0.00	$3,615.45
Totals:	$3,615.45	$3,615.45

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 FACILITY & MAIN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$323.25	$323.25
Period 3	$857.50	$1,180.75
Period 4	$0.00	$1,180.75
Period 5	$0.00	$1,180.75
Period 6	$0.00	$1,180.75
Period 7	$0.00	$1,180.75
Period 8	$0.00	$1,180.75
Period 9	$0.00	$1,180.75
Period 10	$0.00	$1,180.75
Period 11	$0.00	$1,180.75
Period 12	$0.00	$1,180.75
Totals:	$1,180.75	$1,180.75

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SWIT&T.O MAT ST

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$2,705.91	$2,705.91
Period 2	$23,626.19	$26,332.10
Period 3	$3,249.52	$29,581.62
Period 4	$12,579.95	$42,161.57
Period 5	$5,384.39	$47,545.96
Period 6	$4,099.75	$51,645.71
Period 7	$5,105.88	$56,751.59
Period 8	$2,634.36	$59,385.95
Period 9	$3,130.37	$62,516.32
Period 10	$26,977.70	$89,494.02
Period 11	$18,583.85	$108,077.87
Period 12	$1,546.12	$109,623.99
Totals:	$109,623.99	$109,623.99

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MBCR LIVE!
ACCOUNT ROLLUP INQUIRY FOR 2012
General Ledger

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[redacted]on ID: 2012 BONDED RAIL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,160.06	$3,160.06
Period 2	$1,580.03	$4,740.09
Period 3	$10,513.31	$15,253.40
Period 4	$7,626.70	$22,880.10
Period 5	$273.45	$23,153.55
Period 6	$5,773.22	$28,926.77
Period 7	$8,933.28	$37,860.05
Period 8	$0.00	$37,860.05
Period 9	$0.00	$37,860.05
Period 10	$0.00	$37,860.05
Period 11	$12,093.34	$49,953.39
Period 12	$8,933.28	$58,886.67
Totals:	$58,886.67	$58,886.67

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 BALLAST

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$7,229.32	$7,229.32
Period 2	$5,372.60	$12,601.92
Period 3	$26,657.00	$39,258.92
Period 4	$11,362.01	$50,620.93
Period 5	$19,457.68	$70,078.61
Period 6	$38,611.30	$108,689.91
Period 7	$54,126.04	$162,815.95
Period 8	$33,822.88	$196,638.83
Period 9	$70,496.13	$267,134.96
Period 10	$129,423.31	$396,558.27
Period 11	$53,434.99	$449,993.26
Period 12	$18,966.14	$468,959.40
Totals:	$468,959.40	$468,959.40

Confidential, Proprietary or Trade Secret Information

MBCR LIVE!
ACCOUNT ROLLUP INQUIRY FOR 2012
General Ledger

[redacted]ion ID: 2012 OTHAR TRACK MAT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$7,827.02	$7,827.02
Period 2	$18,519.98	$26,347.00
Period 3	$16,248.63	$42,595.63
Period 4	$48,049.38	$90,645.01
Period 5	$76,382.24	$167,027.25
Period 6	$63,536.00	$230,563.25
Period 7	$28,975.94	$259,539.19
Period 8	$39,373.10	$298,912.29
Period 9	$13,634.99	$312,547.28
Period 10	$78,732.33	$391,279.61
Period 11	$114,959.90	$506,239.51
Period 12	$154,097.44	$660,336.95
Totals:	$660,336.95	$660,336.95

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SIGNAL MATERIAL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$304,447.89	$304,447.89
Period 2	$126,456.84	$430,904.73
Period 3	$312,508.64	$743,413.37
Period 4	$429,298.75	$1,172,712.12
Period 5	$392,138.85	$1,564,850.97
Period 6	$324,514.18	$1,889,365.15
Period 7	$159,178.16	$2,048,543.31
Period 8	$329,545.03	$2,378,088.34
Period 9	$440,300.95	$2,818,389.29
Period 10	$242,468.62	$3,060,857.91
Period 11	$181,415.30	$3,242,273.21
Period 12	$201,545.05	$3,443,818.26
Totals:	$3,443,818.26	$3,443,818.26

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 COMMUNICA MATIR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$16,821.35	$16,821.35
Period 2	$11,950.83	$28,772.18
Period 3	$22,632.07	$51,404.25
Period 4	$14,587.26	$65,991.51
Period 5	$34,553.83	$100,545.34
Period 6	$54,341.24	$154,886.58
Period 7	$48,220.40	$203,106.98
Period 8	$21,573.27	$224,680.25
Period 9	$23,215.57	$247,895.82
Period 10	$21,428.37	$269,324.19
Period 11	$92,661.43	$361,985.62
Period 12	$40,630.68	$402,616.30
Totals:	$402,616.30	$402,616.30

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OTHER MAIN WAY

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$39,273.62	$39,273.62
Period 2	$22,498.24	$61,771.86
Period 3	$4,950.98	$66,722.84
Period 4	$8,217.52	$74,940.36
Period 5	$23,586.31	$98,526.67
Period 6	$16,181.47	$114,708.14
Period 7	$7,505.27	$122,213.41
Period 8	$26,612.15	$148,825.56
Period 9	$49,406.53	$198,232.09
Period 10	$36,577.99	$234,810.08
Period 11	$36,848.84	$271,658.92
Period 12	$366,960.39	$638,619.31
Totals:	$638,619.31	$638,619.31

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 ROAD SUPP-SNOW

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$55,344.74	$55,344.74
Period 2	$35,281.42	$90,626.16
Period 3	$18,113.51	$108,739.67
Period 4	$5,389.70	$114,129.37
Period 5	$6,934.92	$121,064.29
Period 6	$5,088.91	$126,153.20
Period 7	$3,910.31	$130,063.51
Period 8	$4,412.80	$134,476.31
Period 9	$3,283.45	$137,759.76
Period 10	$6,737.33	$144,497.09
Period 11	$7,980.15	$152,477.24
Period 12	$32,053.57	$184,530.81
Totals:	$184,530.81	$184,530.81

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ROAD MAIN SERV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$57,864.78	$57,864.78
Period 2	$7,449.20	$65,313.98
Period 3	$325,401.50	$390,715.48
Period 4	$52,378.22	$443,093.70
Period 5	$33,326.65	$476,420.35
Period 6	$6,722.15	$483,142.50
Period 7	$248,463.95	$731,606.45
Period 8	$85,483.77	$817,090.22
Period 9	$191,326.17	$1,008,416.39
Period 10	$121,303.60	$1,129,719.99
Period 11	($34,082.56)	$1,095,637.43
Period 12	$50,969.72	$1,146,607.15
Totals:	$1,146,607.15	$1,146,607.15

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 SUBCON PMT RETE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$1,300.50	$1,300.50
Period 3	$519,286.06	$520,586.56
Period 4	$22,193.28	$542,779.84
Period 5	$255,859.95	$798,639.79
Period 6	$80,425.91	$879,065.70
Period 7	$51,492.52	$930,558.22
Period 8	$16,777.64	$947,335.86
Period 9	$19,083.65	$966,419.51
Period 10	$14,707.00	$981,126.51
Period 11	$0.00	$981,126.51
Period 12	$19,498.30	$1,000,624.81
Totals:	$1,000,624.81	$1,000,624.81

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 MAIN WAY EQUI P

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$118,691.12	$118,691.12
Period 2	$120,485.57	$239,176.69
Period 3	$108,405.40	$347,582.09
Period 4	$72,164.75	$419,746.84
Period 5	$118,803.59	$538,550.43
Period 6	$115,011.84	$653,562.27
Period 7	$86,830.27	$740,392.54
Period 8	$119,786.83	$860,179.37
Period 9	$87,183.97	$947,363.34
Period 10	$100,689.84	$1,048,053.18
Period 11	$104,495.79	$1,152,548.97
Period 12	$301,094.83	$1,453,643.80
Totals:	$1,453,643.80	$1,453,643.80

Confidential, Proprietary or Trade Secret Information

MBCR LIVE!
ACCOUNT ROLLUP INQUIRY FOR 2012
General Ledger

[redacted]ion ID: 2012 MAJOR EQUIP PUR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$18,322.51	$18,322.51
Period 3	$30,625.00	$48,947.51
Period 4	$0.00	$48,947.51
Period 5	$34,006.62	$82,954.13
Period 6	$0.00	$82,954.13
Period 7	$0.00	$82,954.13
Period 8	$2,965.44	$85,919.57
Period 9	$3,150.78	$89,070.35
Period 10	$14,637.09	$103,707.44
Period 11	($1,574.98)	$102,132.46
Period 12	$0.00	$102,132.46
Totals:	$102,132.46	$102,132.46

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 WORK EQUIP USAG

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$975.00	$975.00
Period 2	$0.00	$975.00
Period 3	$0.00	$975.00
Period 4	$1,261.80	$2,236.80
Period 5	$0.00	$2,236.80
Period 6	$3,708.76	$5,945.56
Period 7	$679.51	$6,625.07
Period 8	$4,644.30	$11,269.37
Period 9	$0.00	$11,269.37
Period 10	$0.00	$11,269.37
Period 11	$437.58	$11,706.95
Period 12	$0.00	$11,706.95
Totals:	$11,706.95	$11,706.95

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 WORK TRAIN USAG

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$246.13	$246.13
Period 5	$0.00	$246.13
Period 6	$0.00	$246.13
Period 7	$0.00	$246.13
Period 8	$0.00	$246.13
Period 9	$0.00	$246.13
Period 10	$0.00	$246.13
Period 11	$0.00	$246.13
Period 12	$0.00	$246.13
Totals:	$246.13	$246.13

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ROAD VEHICLE RE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$93,436.32	$93,436.32
Period 2	$102,791.33	$196,227.65
Period 3	$92,486.33	$288,713.98
Period 4	$95,319.42	$384,033.40
Period 5	$132,273.23	$516,306.63
Period 6	$128,164.50	$644,471.13
Period 7	$305,572.98	$950,044.11
Period 8	$144,606.13	$1,094,650.24
Period 9	$126,338.44	$1,220,988.68
Period 10	$138,436.33	$1,359,425.01
Period 11	$257,584.33	$1,617,009.34
Period 12	$176,508.04	$1,793,517.38
Totals:	$1,793,517.38	$1,793,517.38

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 ROAD VEHI MAIN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$179,755.93	$179,755.93
Period 2	$132,492.98	$312,248.91
Period 3	$103,936.43	$416,185.34
Period 4	$133,153.16	$549,338.50
Period 5	$120,659.99	$669,998.49
Period 6	$100,496.70	$770,495.19
Period 7	$87,635.95	$858,131.14
Period 8	$114,327.29	$972,458.43
Period 9	$133,472.12	$1,105,930.55
Period 10	$126,780.53	$1,232,711.08
Period 11	$106,076.00	$1,338,787.08
Period 12	$117,448.64	$1,456,235.72
Totals:	$1,456,235.72	$1,456,235.72

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ROAD VEHICLE SU

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$154,362.92	$154,362.92
Period 2	$136,814.56	$291,177.48
Period 3	$161,523.06	$452,700.54
Period 4	$172,723.44	$625,423.98
Period 5	$158,541.53	$783,965.51
Period 6	$145,344.99	$929,310.50
Period 7	$141,081.94	$1,070,392.44
Period 8	$147,232.40	$1,217,624.84
Period 9	$172,852.29	$1,390,477.13
Period 10	$185,519.85	$1,575,996.98
Period 11	$186,170.91	$1,762,167.89
Period 12	$173,832.76	$1,936,000.65
Totals:	$1,936,000.65	$1,936,000.65

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 VEHICLE REGIS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$575.00	$575.00
Period 2	$57,515.45	$58,090.45
Period 3	$8,528.75	$66,619.20
Period 4	$1,700.90	$68,320.10
Period 5	$1,589.34	$69,909.44
Period 6	$50.00	$69,959.44
Period 7	$790.00	$70,749.44
Period 8	$4,484.16	$75,233.60
Period 9	$150.00	$75,383.60
Period 10	$84,195.20	$159,578.80
Period 11	$2,840.00	$162,418.80
Period 12	$50.00	$162,468.80
Totals:	$162,468.80	$162,468.80

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 VEHICLE SHOP MA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,135.47	$1,135.47
Period 2	$1,868.83	$3,004.30
Period 3	$88.32	$3,092.62
Period 4	$2,425.17	$5,517.79
Period 5	$593.21	$6,111.00
Period 6	$935.10	$7,046.10
Period 7	$1,849.78	$8,895.88
Period 8	$1,737.99	$10,633.87
Period 9	$2,924.16	$13,558.03
Period 10	$851.94	$14,409.97
Period 11	$1,080.41	$15,490.38
Period 12	$2,537.84	$18,028.22
Totals:	$18,028.22	$18,028.22

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 MAIN UNUSED RIG

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$2,500.00	$2,500.00
Period 9	$3,489.92	$5,989.92
Period 10	$630.00	$6,619.92
Period 11	$0.00	$6,619.92
Period 12	$7,923.00	$14,542.92
Totals:	$14,542.92	$14,542.92

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PROF ENG SERV

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$6,851.64	$6,851.64
Period 2	$69,861.03	$76,712.67
Period 3	$480,029.46	$556,742.13
Period 4	$2,307.50	$559,049.63
Period 5	$927,857.75	$1,486,907.38
Period 6	$468,463.05	$1,955,370.43
Period 7	$38,770.56	$1,994,140.99
Period 8	$1,580,230.44	$3,574,371.43
Period 9	$19,679.82	$3,594,051.25
Period 10	$707,109.15	$4,301,160.40
Period 11	$22,699.67	$4,323,860.07
Period 12	$192,686.80	$4,516,546.87
Totals:	$4,516,546.87	$4,516,546.87

Confidential, Proprietary or Trade Secret Information

Telecommunications

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 DATA COMMUNICAT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,299.00	$1,299.00
Period 2	$1,299.00	$2,598.00
Period 3	$1,299.00	$3,897.00
Period 4	$1,299.00	$5,196.00
Period 5	$1,299.00	$6,495.00
Period 6	$1,299.00	$7,794.00
Period 7	$1,299.00	$9,093.00
Period 8	$1,299.00	$10,392.00
Period 9	$1,299.00	$11,691.00
Period 10	$1,299.00	$12,990.00
Period 11	$1,299.00	$14,289.00
Period 12	$1,299.00	$15,588.00
Totals:	$15,588.00	$15,588.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 TELEPHONE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$5,239.57	$5,239.57
Period 2	$4,946.40	$10,185.97
Period 3	$7,935.26	$18,121.23
Period 4	$6,344.56	$24,465.79
Period 5	$6,161.87	$30,627.66
Period 6	$6,902.12	$37,529.78
Period 7	$7,350.96	$44,880.74
Period 8	$6,469.74	$51,350.48
Period 9	$6,198.12	$57,548.60
Period 10	$6,069.61	$63,618.21
Period 11	$8,508.51	$72,126.72
Period 12	$7,535.31	$79,662.03
Totals:	$79,662.03	$79,662.03

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 CELLULAR PHONE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$33,455.31	$33,455.31
Period 2	$29,992.04	$63,447.35
Period 3	$34,507.23	$97,954.58
Period 4	$36,676.79	$134,631.37
Period 5	$34,601.57	$169,232.94
Period 6	$46,145.61	$215,378.55
Period 7	$35,991.74	$251,370.29
Period 8	$43,989.68	$295,359.97
Period 9	$25,626.83	$320,986.80
Period 10	$40,345.83	$361,332.63
Period 11	$38,399.40	$399,732.03
Period 12	$34,325.97	$434,058.00
Totals:	$434,058.00	$434,058.00

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RADIOS/RAGES

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$438.12	$438.12
Period 3	$8,274.10	$8,712.22
Period 4	$365.68	$9,077.90
Period 5	$33,824.15	$42,902.05
Period 6	($16.20)	$42,885.85
Period 7	$0.00	$42,885.85
Period 8	$0.00	$42,885.85
Period 9	$4,989.25	$47,875.10
Period 10	$13,715.04	$61,590.14
Period 11	$610.54	$62,200.68
Period 12	($33.12)	$62,167.56
Totals:	$62,167.56	$62,167.56

Confidential, Proprietary or Trade Secret Information

Environmental

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ENVIROMETAL SER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$156,377.89	$156,377.89
Period 2	$166,710.94	$323,088.83
Period 3	$158,660.00	$481,748.83
Period 4	$167,421.00	$649,169.83
Period 5	$152,387.00	$801,556.83
Period 6	$174,697.00	$976,253.83
Period 7	$149,509.00	$1,125,762.83
Period 8	$157,875.00	$1,283,637.83
Period 9	$178,776.76	$1,462,414.59
Period 10	$164,210.81	$1,626,625.40
Period 11	$167,659.00	$1,794,284.40
Period 12	$154,491.00	$1,948,775.40
Totals:	$1,948,775.40	$1,948,775.40

Confidential, Proprietary or Trade Secret Information

MBCR LIVE!
ACCOUNT ROLLUP INQUIRY FOR 2012
General Ledger

[redacted]ion ID: 2012 SPILL PRE SUP

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$1,586.20	$1,586.20
Period 3	$0.00	$1,586.20
Period 4	$7,017.50	$8,603.70
Period 5	$8,104.64	$16,708.34
Period 6	$6,255.49	$22,963.83
Period 7	$3,548.50	$26,512.33
Period 8	$0.00	$26,512.33
Period 9	$0.00	$26,512.33
Period 10	$0.00	$26,512.33
Period 11	$0.00	$26,512.33
Period 12	$4,638.62	$31,150.95
Totals:	$31,150.95	$31,150.95

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PERMITS & LICEN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$0.00	$0.00
Period 9	$0.00	$0.00
Period 10	$0.00	$0.00
Period 11	$0.00	$0.00
Period 12	$200.00	$200.00
Totals:	$200.00	$200.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PEST CONTROL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$6,894.26	$6,894.26
Period 5	$0.00	$6,894.26
Period 6	$2,025.00	$8,919.26
Period 7	$0.00	$8,919.26
Period 8	$4,680.00	$13,599.26
Period 9	$0.00	$13,599.26
Period 10	$0.00	$13,599.26
Period 11	$0.00	$13,599.26
Period 12	$0.00	$13,599.26
Totals:	$13,599.26	$13,599.26

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 HAZARDOUS WAST

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$3,144.86	$3,144.86
Period 2	$24,378.95	$27,523.81
Period 3	$10,420.81	$37,944.62
Period 4	$16,148.14	$54,092.76
Period 5	$10,976.97	$65,069.73
Period 6	$2,317.88	$67,387.61
Period 7	$7,265.76	$74,653.37
Period 8	$18,658.71	$93,312.08
Period 9	$3,555.92	$96,868.00
Period 10	$10,759.28	$107,627.28
Period 11	$1,593.50	$109,220.78
Period 12	$5,359.23	$114,580.01
Totals:	$114,580.01	$114,580.01

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 NONHARZARDOUS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$17,327.97	$17,327.97
Period 2	$27,272.82	$44,600.79
Period 3	$37,403.94	$82,004.73
Period 4	$31,476.81	$113,481.54
Period 5	$27,966.48	$141,448.02
Period 6	$23,279.42	$164,727.44
Period 7	$27,257.43	$191,984.87
Period 8	$30,079.40	$222,064.27
Period 9	$25,804.53	$247,868.80
Period 10	$50,734.08	$298,602.88
Period 11	$24,986.16	$323,589.04
Period 12	$49,434.68	$373,023.72
Totals:	$373,023.72	$373,023.72

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 EMEN ENVI SERVI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($1,520.00)	($1,520.00)
Period 2	$1,600.00	$80.00
Period 3	$0.00	$80.00
Period 4	($990.00)	($910.00)
Period 5	$0.00	($910.00)
Period 6	($3,840.00)	($4,750.00)
Period 7	($175.00)	($4,925.00)
Period 8	($560.00)	($5,485.00)
Period 9	$0.00	($5,485.00)
Period 10	$0.00	($5,485.00)
Period 11	$0.00	($5,485.00)
Period 12	($500.00)	($5,985.00)
Totals:	($5,985.00)	($5,985.00)

Confidential, Proprietary or Trade Secret Information

Transportation Cost

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ON TRAIN SUPPLI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,723.50	$1,723.50
Period 2	$270.43	$1,993.93
Period 3	$3,199.25	$5,193.18
Period 4	$438.09	$5,631.27
Period 5	$1,451.13	$7,082.40
Period 6	$1,657.50	$8,739.90
Period 7	$896.95	$9,636.85
Period 8	$1,284.24	$10,921.09
Period 9	$464.38	$11,385.47
Period 10	$1,806.96	$13,192.43
Period 11	$1,477.00	$14,669.43
Period 12	$4,526.56	$19,195.99
Totals:	$19,195.99	$19,195.99

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 P.I ALT TRANS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$38,843.75	$38,843.75
Period 2	$4,389.85	$43,233.60
Period 3	$44,455.15	$87,688.75
Period 4	$156,765.80	$244,454.55
Period 5	$97,412.62	$341,867.17
Period 6	$50,569.55	$392,436.72
Period 7	$38,036.75	$430,473.47
Period 8	$98,559.68	$529,033.15
Period 9	$42,764.09	$571,797.24
Period 10	$61,093.05	$632,890.29
Period 11	$63,588.20	$696,478.49
Period 12	$8,613.09	$705,091.58
Totals:	$705,091.58	$705,091.58

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 P.I PASSEN REFU

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$292.25	$292.25
Period 6	$228.00	$520.25
Period 7	$0.00	$520.25
Period 8	$0.00	$520.25
Period 9	$0.00	$520.25
Period 10	$0.00	$520.25
Period 11	$0.00	$520.25
Period 12	$0.00	$520.25
Totals:	$520.25	$520.25

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 P.I OTHER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$30.50	$30.50
Period 2	$30.50	$61.00
Period 3	$34.75	$95.75
Period 4	$31.50	$127.25
Period 5	$2.85	$130.10
Period 6	$36.00	$166.10
Period 7	$427.75	$593.85
Period 8	$96.30	$690.15
Period 9	$487.25	$1,177.40
Period 10	$30.75	$1,208.15
Period 11	$263.47	$1,471.62
Period 12	$48.50	$1,520.12
Totals:	$1,520.12	$1,520.12

Confidential, Proprietary or Trade Secret Information

Fuel and Consumables

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 TRAIN FUEL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,229.27	$1,229.27
Period 2	$0.00	$1,229.27
Period 3	$795.41	$2,024.68
Period 4	$0.00	$2,024.68
Period 5	$0.00	$2,024.68
Period 6	$397.71	$2,422.39
Period 7	$0.00	$2,422.39
Period 8	$0.00	$2,422.39
Period 9	$0.00	$2,422.39
Period 10	$831.57	$3,253.96
Period 11	$0.00	$3,253.96
Period 12	$0.00	$3,253.96
Totals:	$3,253.96	$3,253.96

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 OTHER ADD FUEL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$35,933.47	$35,933.47
Period 2	$35,357.22	$71,290.69
Period 3	$35,061.55	$106,352.24
Period 4	$26,932.55	$133,284.79
Period 5	$19,990.36	$153,275.15
Period 6	$22,997.98	$176,273.13
Period 7	$27,260.41	$203,533.54
Period 8	$64,729.74	$268,263.28
Period 9	$26,778.45	$295,041.73
Period 10	$25,623.23	$320,664.96
Period 11	$31,516.88	$352,181.84
Period 12	$31,097.26	$383,279.10
Totals:	$383,279.10	$383,279.10

Utilities

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 ELECTRICITY

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$1,113,091.94	$1,113,091.94
Period 2	$912,745.88	$2,025,837.82
Period 3	$414,284.23	$2,440,122.05
Period 4	$493,269.80	$2,933,391.85
Period 5	$535,115.53	$3,468,507.38
Period 6	$455,738.24	$3,924,245.62
Period 7	$641,023.84	$4,565,269.46
Period 8	$410,496.92	$4,975,766.38
Period 9	$549,729.52	$5,525,495.90
Period 10	$340,801.25	$5,866,297.15
Period 11	$326,666.92	$6,192,964.07
Period 12	$401,468.76	$6,594,432.83
Totals:	$6,594,432.83	$6,594,432.83

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 GAS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$313,803.86	$313,803.86
Period 2	$279,909.87	$593,713.73
Period 3	$128,368.46	$722,082.19
Period 4	$97,313.61	$819,395.80
Period 5	$33,000.17	$852,395.97
Period 6	$4,154.15	$856,550.12
Period 7	$20,183.85	$876,733.97
Period 8	$21,589.52	$898,323.49
Period 9	$20,543.01	$918,866.50
Period 10	$47,109.81	$965,976.31
Period 11	$91,841.39	$1,057,817.70
Period 12	$206,790.15	$1,264,607.85
Totals:	$1,264,607.85	$1,264,607.85

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 WATER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$24,619.75	$24,619.75
Period 2	$10,113.75	$34,733.50
Period 3	$39,213.12	$73,946.62
Period 4	$56,042.66	$129,989.28
Period 5	$10,704.53	$140,693.81
Period 6	$2,585.43	$143,279.24
Period 7	$30,000.88	$173,280.12
Period 8	$30,000.33	$203,280.45
Period 9	$29,286.93	$232,567.38
Period 10	$30,939.35	$263,506.73
Period 11	$15,825.23	$279,331.96
Period 12	$19,594.27	$298,926.23
Totals:	$298,926.23	$298,926.23

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 HEALTING FUEL

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$22,269.35	$22,269.35
Period 2	$17,446.92	$39,716.27
Period 3	$18,471.14	$58,187.41
Period 4	$8,414.71	$66,602.12
Period 5	$3,787.48	$70,389.60
Period 6	$1,688.14	$72,077.74
Period 7	$1,256.00	$73,333.74
Period 8	($1,774.04)	$71,559.70
Period 9	$0.00	$71,559.70
Period 10	$4,999.92	$76,559.62
Period 11	$11,143.58	$87,703.20
Period 12	$9,960.22	$97,663.42
Totals:	$97,663.42	$97,663.42

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 UTILITIES-OTHE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$0.00	$0.00
Period 9	$0.00	$0.00
Period 10	$0.00	$0.00
Period 11	$0.00	$0.00
Period 12	($71,229.00)	($71,229.00)
Totals:	($71,229.00)	($71,229.00)

Confidential, Proprietary or Trade Secret Information

Safety and Security

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SECURITY EXPENS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$356.36	$356.36
Period 2	$650.00	$1,006.36
Period 3	$0.00	$1,006.36
Period 4	$0.00	$1,006.36
Period 5	$0.00	$1,006.36
Period 6	$56.79	$1,063.15
Period 7	$0.00	$1,063.15
Period 8	$54.62	$1,117.77
Period 9	$139.89	$1,257.66
Period 10	$368.13	$1,625.79
Period 11	$136.50	$1,762.29
Period 12	$569.55	$2,331.84
Totals:	$2,331.84	$2,331.84

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SAFETY EQUIPMEN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$21,825.41	$21,825.41
Period 2	$11,233.64	$33,059.05
Period 3	$37,905.74	$70,964.79
Period 4	$16,495.28	$87,460.07
Period 5	$35,853.90	$123,313.97
Period 6	$21,460.06	$144,774.03
Period 7	$71,318.39	$216,092.42
Period 8	$15,698.55	$231,790.97
Period 9	$12,608.20	$244,399.17
Period 10	$43,265.73	$287,664.90
Period 11	$29,474.28	$317,139.18
Period 12	$84,213.24	$401,352.42
Totals:	$401,352.42	$401,352.42

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 SAFETY TRAINING

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($3,571.53)	($3,571.53)
Period 2	($2,275.39)	($5,846.92)
Period 3	($261.24)	($6,108.16)
Period 4	($1,552.96)	($7,661.12)
Period 5	$6,061.85	($1,599.27)
Period 6	($4,131.79)	($5,731.06)
Period 7	$1,777.80	($3,953.26)
Period 8	$1,916.77	($2,036.49)
Period 9	($2,371.49)	($4,407.98)
Period 10	$7,122.95	$2,714.97
Period 11	($4,407.28)	($1,692.31)
Period 12	$1,102.88	($589.43)
Totals:	($589.43)	($589.43)

Confidential, Proprietary or Trade Secret Information

Customer Service

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 PASS INFO & ANN

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$299.00	$299.00
Period 7	$3,315.19	$3,614.19
Period 8	$9,389.22	$13,003.41
Period 9	$1,464.40	$14,467.81
Period 10	$10,800.00	$25,267.81
Period 11	$1,710.00	$26,977.81
Period 12	$840.00	$27,817.81
Totals:	$27,817.81	$27,817.81

Confidential, Proprietary or Trade Secret Information

Insurance & Claims

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 INSURANCE-OTHER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$11,080.05	$11,080.05
Period 2	$11,080.05	$22,160.10
Period 3	$11,080.05	$33,240.15
Period 4	$11,080.05	$44,320.20
Period 5	$11,080.05	$55,400.25
Period 6	$11,080.05	$66,480.30
Period 7	($16,946.49)	$49,533.81
Period 8	$7,351.25	$56,885.06
Period 9	$7,351.25	$64,236.31
Period 10	$7,351.25	$71,587.56
Period 11	$7,351.25	$78,938.81
Period 12	$7,351.25	$86,290.06
Totals:	$86,290.06	$86,290.06

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 INSURANCE-AUTO

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$31,786.00	$31,786.00
Period 2	$22,645.00	$54,431.00
Period 3	$22,465.00	$76,896.00
Period 4	$22,465.00	$99,361.00
Period 5	$14,488.00	$113,849.00
Period 6	$26,448.00	$140,297.00
Period 7	$23,156.86	$163,453.86
Period 8	$23,156.86	$186,610.72
Period 9	$23,510.36	$210,121.08
Period 10	$23,510.36	$233,631.44
Period 11	$24,129.99	$257,761.43
Period 12	$24,129.99	$281,891.42
Totals:	$281,891.42	$281,891.42

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 INSURANCE-POLUT

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$6,513.66	$6,513.66
Period 2	$6,513.66	$13,027.32
Period 3	$6,513.66	$19,540.98
Period 4	$6,513.66	$26,054.64
Period 5	$6,513.66	$32,568.30
Period 6	$6,513.66	$39,081.96
Period 7	$6,513.66	$45,595.62
Period 8	$6,513.66	$52,109.28
Period 9	$6,513.66	$58,622.94
Period 10	$6,513.63	$65,136.57
Period 11	$6,513.63	$71,650.20
Period 12	$6,513.66	$78,163.86
Totals:	$78,163.86	$78,163.86

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIMS SETTLEME

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$465.00	$465.00
Period 9	$0.00	$465.00
Period 10	$0.00	$465.00
Period 11	$0.00	$465.00
Period 12	$0.00	$465.00
Totals:	$465.00	$465.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIMS-FELA CUR

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$12,500.00	$12,500.00
Period 2	$26,500.00	$39,000.00
Period 3	$187,760.00	$226,760.00
Period 4	$116,500.00	$343,260.00
Period 5	$193,000.00	$536,260.00
Period 6	$177,500.00	$713,760.00
Period 7	$70,990.00	$784,750.00
Period 8	$127,500.76	$912,250.76
Period 9	$80,096.00	$992,346.76
Period 10	$188,383.00	$1,180,729.76
Period 11	$177,513.00	$1,358,242.76
Period 12	$136,530.00	$1,494,772.76
Totals:	$1,494,772.76	$1,494,772.76

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIMS-FELA PRI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$22,974.00	$22,974.00
Period 2	$19,819.00	$42,793.00
Period 3	$445.00	$43,238.00
Period 4	$5,774.00	$49,012.00
Period 5	$80,560.00	$129,572.00
Period 6	$103,587.00	$233,159.00
Period 7	$14,759.29	$247,918.29
Period 8	$48,395.00	$296,313.29
Period 9	$34,134.00	$330,447.29
Period 10	$58,219.00	$388,666.29
Period 11	$86,980.00	$475,646.29
Period 12	$190,182.00	$665,828.29
Totals:	$665,828.29	$665,828.29

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIM-3RD PAR C

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$76,000.00	$76,000.00
Period 2	$26,850.00	$102,850.00
Period 3	$12,500.00	$115,350.00
Period 4	$30,675.00	$146,025.00
Period 5	$45,038.00	$191,063.00
Period 6	$90,450.00	$281,513.00
Period 7	$27,900.00	$309,413.00
Period 8	$71,525.00	$380,938.00
Period 9	$17,272.00	$398,210.00
Period 10	$27,900.00	$426,110.00
Period 11	$20,750.00	$446,860.00
Period 12	$74,857.00	$521,717.00
Totals:	$521,717.00	$521,717.00

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIM-3RD PAR P

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($76,405.00)	($76,405.00)
Period 2	$7,218.00	($69,187.00)
Period 3	($11,023.00)	($80,210.00)
Period 4	$20,970.00	($59,240.00)
Period 5	$85,764.00	$26,524.00
Period 6	($33,510.00)	($6,986.00)
Period 7	$56,000.00	$49,014.00
Period 8	$33,597.00	$82,611.00
Period 9	$93,100.00	$175,711.00
Period 10	$19,000.00	$194,711.00
Period 11	$114,367.00	$309,078.00
Period 12	($448,531.00)	($139,453.00)
Totals:	($139,453.00)	($139,453.00)

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 CLAIMS-OTHER

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$50,000.00	$50,000.00
Period 6	$0.00	$50,000.00
Period 7	$0.00	$50,000.00
Period 8	$0.00	$50,000.00
Period 9	$0.00	$50,000.00
Period 10	$0.00	$50,000.00
Period 11	$0.00	$50,000.00
Period 12	($179,296.10)	($129,296.10)
Totals:	($129,296.10)	($129,296.10)

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 INS BROKERS FEE

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$19,346.00	$19,346.00
Period 2	$9,673.00	$29,019.00
Period 3	$9,673.00	$38,692.00
Period 4	$9,673.00	$48,365.00
Period 5	$9,673.00	$58,038.00
Period 6	$9,673.00	$67,711.00
Period 7	$10,905.59	$78,616.59
Period 8	$9,673.33	$88,289.92
Period 9	$9,674.00	$97,963.92
Period 10	$4,930.03	$102,893.95
Period 11	$8,626.80	$111,520.75
Period 12	$9,673.00	$121,193.75
Totals:	$121,193.75	$121,193.75

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 INS-RR PROTECTI

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($4,029.41)	($4,029.41)
Period 2	$4,091.67	$62.26
Period 3	$4,091.67	$4,153.93
Period 4	$4,091.67	$8,245.60
Period 5	$4,091.67	$12,337.27
Period 6	$4,091.67	$16,428.94
Period 7	$4,091.67	$20,520.61
Period 8	$4,091.67	$24,612.28
Period 9	$4,091.67	$28,703.95
Period 10	$4,091.67	$32,795.62
Period 11	$3,466.67	$36,262.29
Period 12	$3,466.67	$39,728.96
Totals:	$39,728.96	$39,728.96

Confidential, Proprietary or Trade Secret Information

Other Financial

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 PURCHASE DISCOU

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($7,058.95)	($7,058.95)
Period 2	($6,513.68)	($13,572.63)
Period 3	($9,678.33)	($23,250.96)
Period 4	($7,017.78)	($30,268.74)
Period 5	($6,102.55)	($36,371.29)
Period 6	($4,315.18)	($40,686.47)
Period 7	($4,079.78)	($44,766.25)
Period 8	($11,254.15)	($56,020.40)
Period 9	($3,970.44)	($59,990.84)
Period 10	($6,367.59)	($66,358.43)
Period 11	($5,952.94)	($72,311.37)
Period 12	($5,303.04)	($77,614.41)
Totals:	($77,614.41)	($77,614.41)

Confidential, Proprietary or Trade Secret Information

Depreciation

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 OWNED PP&E

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$247.00	$247.00
Period 2	$10,440.00	$10,687.00
Period 3	$10,440.00	$21,127.00
Period 4	$10,440.00	$31,567.00
Period 5	$10,440.00	$42,007.00
Period 6	$10,440.00	$52,447.00
Period 7	$10,440.00	$62,887.00
Period 8	$10,440.00	$73,327.00
Period 9	$10,440.00	$83,767.00
Period 10	$10,440.00	$94,207.00
Period 11	$10,440.00	$104,647.00
Period 12	$10,440.00	$115,087.00
Totals:	$115,087.00	$115,087.00

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 INTAGIBLE ASSET

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$9,787.00	$9,787.00
Period 2	$9,787.00	$19,574.00
Period 3	$9,787.00	$29,361.00
Period 4	$9,787.00	$39,148.00
Period 5	$9,787.00	$48,935.00
Period 6	$9,787.00	$58,722.00
Period 7	$9,787.00	$68,509.00
Period 8	$9,787.00	$78,296.00
Period 9	$9,787.00	$88,083.00
Period 10	$9,787.00	$97,870.00
Period 11	$9,787.00	$107,657.00
Period 12	$9,787.00	$117,444.00
Totals:	$117,444.00	$117,444.00

Confidential, Proprietary or Trade Secret Information

Interest Income

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 INTEREST GA

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($351.97)	($351.97)
Period 2	($309.84)	($661.81)
Period 3	($194.02)	($855.83)
Period 4	($190.73)	($1,046.56)
Period 5	($192.57)	($1,239.13)
Period 6	($163.48)	($1,402.61)
Period 7	$167.98	($1,234.63)
Period 8	($206.35)	($1,440.98)
Period 9	($821.09)	($2,262.07)
Period 10	($157.41)	($2,419.48)
Period 11	($179.84)	($2,599.32)
Period 12	($172.75)	($2,772.07)
Totals:	($2,772.07)	($2,772.07)

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 INTEREST LTD

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	($4,777.19)	($4,777.19)
Period 2	($4,504.69)	($9,281.88)
Period 3	($4,977.60)	($14,259.48)
Period 4	($5,074.65)	($19,334.13)
Period 5	($5,045.31)	($24,379.44)
Period 6	($4,162.97)	($28,542.41)
Period 7	($4,335.91)	($32,878.32)
Period 8	($4,671.63)	($37,549.95)
Period 9	($3,625.06)	($41,175.01)
Period 10	($4,436.59)	($45,611.60)
Period 11	($4,769.81)	($50,381.41)
Period 12	($4,730.56)	($55,111.97)
Totals:	($55,111.97)	($55,111.97)

Confidential, Proprietary or Trade Secret Information

Interest Expense

Confidential, Proprietary or Trade Secret Information

[redacted]ion ID: 2012 INTEREST EXPENS

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$0.00	$0.00
Period 9	$0.00	$0.00
Period 10	$0.00	$0.00
Period 11	$18,831.31	$18,831.31
Period 12	($600.00)	$18,231.31
Totals:	$18,231.31	$18,231.31

Confidential, Proprietary or Trade Secret Information

State of Rhode Island Tax

Confidential, Proprietary or Trade Secret Information

[redacted]on ID: 2012 RI STATE TAX

Period Name	Net Change Column 1	Period Balances Column 1
Beginning Balance	$0.00	$0.00
Period 1	$0.00	$0.00
Period 2	$0.00	$0.00
Period 3	$0.00	$0.00
Period 4	$0.00	$0.00
Period 5	$0.00	$0.00
Period 6	$0.00	$0.00
Period 7	$0.00	$0.00
Period 8	$34,608.00	$34,608.00
Period 9	$0.00	$34,608.00
Period 10	$0.00	$34,608.00
Period 11	$0.00	$34,608.00
Period 12	$0.00	$34,608.00
Totals:	$34,608.00	$34,608.00

Attachment 1

Maintenance Cost Schedule for Existing Locomotives

MBCR

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,611,045	$2,605,857	$2,768,438	$2,921,623	$3,081,675	$3,169,773	$3,260,774	$3,354,065
Annual Unplanned Maint. Cost	$652,761	$651,464	$488,548	$324,625	$162,193	$166,830	$171,620	$176,530
Total Annual Maint. Cost	$3,263,806	$3,257,321	$3,256,986	$3,246,247	$3,243,868	$3,336,603	$3,432,394	$3,530,595
Number of Existing Units	17	17	17	17	17	17	17	17
Annual Unit Maint. Cost (F40PH-2)	$191,989	$191,607	$191,587	$190,956	$190,816	$196,271	$201,906	$207,682

EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$6,133,271	$6,174,355	$6,625,972	$7,003,068	$7,458,203	$7,671,626	$7,889,215	$8,100,243
Annual Unplanned Maint. Cost	$1,533,318	$1,543,589	$1,169,289	$778,119	$392,537	$403,770	$415,222	$426,329
Total Annual Maint. Cost	$7,666,589	$7,717,943	$7,795,262	$7,781,187	$7,850,740	$8,075,396	$8,304,436	$8,526,572
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (F40PH-2C)	$306,664	$308,718	$311,810	$311,247	$314,030	$323,016	$332,177	$341,063

EXISTING LOCOMOTIVE FLEET
EMD - F40PHM-2C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,984,572	$3,005,154	$3,225,693	$3,409,387	$3,631,742	$3,735,670	$3,841,595	$3,944,196
Annual Unplanned Maint. Cost	$746,143	$751,289	$569,240	$378,821	$191,144	$196,614	$202,189	$207,589
Total Annual Maint. Cost	$3,730,715	$3,756,443	$3,794,933	$3,788,208	$3,822,887	$3,932,284	$4,043,785	$4,151,786
Number of Existing Units	12	12	12	12	12	12	12	12
Annual Unit Maint. Cost (F40PHM-2C)	$310,893	$313,037	$316,244	$315,684	$318,574	$327,690	$336,982	$345,982

EXISTING LOCOMOTIVE FLEET
EMD - GP40MC

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$5,505,398	$5,533,146	$5,926,581	$6,262,114	$6,657,085	$6,847,549	$7,042,206	$7,233,021
Annual Unplanned Maint. Cost	$1,376,350	$1,383,286	$1,045,867	$695,790	$350,373	$360,397	$370,642	$380,685
Total Annual Maint. Cost	$6,881,748	$6,916,432	$6,972,449	$6,957,904	$7,007,458	$7,207,946	$7,412,849	$7,613,707
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (GP40MC)	$275,270	$276,657	$278,898	$278,316	$280,298	$288,318	$296,514	$304,548

EXISTING LOCOMOTIVE FLEET
MPI - MP36PH-3C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$315,071	$314,628	$334,486	$353,030	$372,616	$383,268	$394,263	$405,492
Annual Unplanned Maint. Cost	$78,768	$78,657	$59,027	$39,226	$19,611	$20,172	$20,751	$21,342
Total Annual Maint. Cost	$393,838	$393,285	$393,513	$392,255	$392,227	$403,440	$415,013	$426,834
Number of Existing Units	2	2	2	2	2	2	2	2
Annual Unit Maint. Cost (MP36PH-3C)	$196,919	$196,642	$196,756	$196,128	$196,113	$201,720	$207,507	$213,417

MBCR - DOCUMENT CONTAINS CONFIDENTIAL PROPRIETARY OR TRADE SECRET INFORMATION

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

TOTAL EXISTING FLEET ALL LOCOMOTIVES	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$17,549,357	$17,633,139	$18,881,171	$19,949,222	$21,201,321	$21,807,887	$22,428,053	$23,037,018
Annual Unplanned Maint. Cost	$4,387,339	$4,408,285	$3,331,971	$2,216,580	$1,115,859	$1,147,784	$1,180,424	$1,212,475
Total Annual Maint. Cost	$21,936,696	$22,041,424	$22,213,142	$22,165,802	$22,317,180	$22,955,670	$23,608,477	$24,249,493
Number of Existing Units	81	81	81	81	81	81	81	81
Annual Unit Maint. Cost (Average)	$270,823	$272,116	$274,236	$273,652	$275,521	$283,403	$291,463	$299,376

NOTES:

These costs assume that the existing locomotive fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

Attachment 2

Maintenance Cost Schedule for Existing Coaches

MBCR

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET
KAWASAKI 1700 (CTC-4)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,543,714	$3,540,205	$3,780,369	$3,927,455	$4,155,521	$4,284,544	$4,415,169	$4,534,984
Annual Unplanned Maint. Cost	$885,929	$885,051	$667,124	$436,384	$218,712	$225,502	$232,377	$238,683
Total Annual Maint. Cost	$4,429,643	$4,425,256	$4,447,493	$4,363,839	$4,374,233	$4,510,046	$4,647,547	$4,773,668
Number of Existing Units	24	24	24	24	24	24	24	24
Annual Unit Maint. Cost	$184,568	$184,386	$185,312	$181,827	$182,260	$187,919	$193,648	$198,903

Note: Annual costs assume no overhaul of the Kawasaki 1700 Series fleet.

EXISTING COACH FLEET
BOMBARDIER 1600 (CTC-1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$4,050,864	$4,038,148	$4,292,812	$4,493,402	$4,737,987	$4,879,276	$5,024,061	$5,165,914
Annual Unplanned Maint. Cost	$1,012,716	$1,009,442	$757,555	$499,267	$249,368	$256,804	$264,424	$271,890
Total Annual Maint. Cost	$5,063,580	$5,047,590	$5,050,367	$4,992,669	$4,987,355	$5,136,080	$5,288,485	$5,437,804
Number of Existing Units	26	26	26	26	26	26	26	26
Annual Unit Maint. Cost	$194,753	$194,138	$194,245	$192,026	$191,821	$197,542	$203,403	$209,146

EXISTING COACH FLEET
BOMBARDIER 1600 (BTC-1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,456,280	$2,447,959	$2,600,991	$2,724,891	$2,872,065	$2,957,303	$3,044,779	$3,131,134
Annual Unplanned Maint. Cost	$614,070	$612,085	$458,998	$302,766	$151,161	$155,648	$160,252	$164,797
Total Annual Maint. Cost	$3,070,351	$3,060,044	$3,059,989	$3,027,656	$3,023,226	$3,112,951	$3,205,030	$3,295,930
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost	$122,814	$122,402	$122,400	$121,106	$120,929	$124,518	$128,201	$131,837

Note: the Bombardier 1600 BTCs are converted CTCs.

EXISTING COACH FLEET
MBB 1500 (CTC-3)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,935,432	$3,918,014	$4,153,868	$4,367,617	$4,595,853	$4,729,511	$4,867,534	$5,008,188
Annual Unplanned Maint. Cost	$983,858	$979,504	$733,036	$485,291	$241,887	$248,922	$256,186	$263,589
Total Annual Maint. Cost	$4,919,290	$4,897,518	$4,886,904	$4,852,908	$4,837,740	$4,978,432	$5,123,720	$5,271,777
Number of Existing Units	34	34	34	34	34	34	34	34
Annual Unit Maint. Cost	$144,685	$144,045	$143,732	$142,733	$142,286	$146,424	$150,698	$155,052

EXISTING COACH FLEET
BOMBARDIER 300/600 (BTB-1A, 1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$8,493,882	$8,473,144	$9,020,658	$9,419,159	$9,942,979	$10,243,455	$10,550,130	$10,844,237
Annual Unplanned Maint. Cost	$2,123,471	$2,118,286	$1,591,881	$1,046,573	$523,315	$539,129	$555,270	$570,749
Total Annual Maint. Cost	$10,617,353	$10,591,430	$10,612,539	$10,465,733	$10,466,294	$10,782,584	$11,105,400	$11,414,986
Number of Existing Units	94	94	94	94	94	94	94	94
Annual Unit Maint. Cost	$112,951	$112,675	$112,899	$111,338	$111,344	$114,708	$118,143	$121,436

CONTINUED ON FOLLOWING PAGE

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET
KAWASAKI 700 (BTC-4, 4A, 4C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$8,119,587	$8,109,642	$8,655,577	$8,999,686	$9,518,721	$9,812,990	$10,111,297	$10,386,894
Annual Unplanned Maint. Cost	$2,029,897	$2,027,411	$1,527,455	$999,965	$500,985	$516,473	$532,174	$546,679
Total Annual Maint. Cost	$10,149,484	$10,137,053	$10,183,032	$9,999,651	$10,019,706	$10,329,463	$10,643,470	$10,933,572
Number of Existing Units	82	82	82	82	82	82	82	82
Annual Unit Maint. Cost	$123,774	$123,623	$124,183	$121,947	$122,192	$125,969	$129,798	$133,336

Note: Annual costs assume no overhaul of the Kawasaki 700 Series fleet.

EXISTING COACH FLEET
KAWASAKI 900 (BTC-4C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,112,951	$3,107,174	$3,311,996	$3,451,246	$3,646,600	$3,758,021	$3,871,365	$3,978,129
Annual Unplanned Maint. Cost	$778,238	$776,794	$584,470	$383,472	$191,926	$197,791	$203,756	$209,375
Total Annual Maint. Cost	$3,891,189	$3,883,968	$3,896,466	$3,834,718	$3,838,526	$3,955,811	$4,075,121	$4,187,504
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$117,915	$117,696	$118,075	$116,204	$116,319	$119,873	$123,489	$126,894

EXISTING COACH FLEET
MBB 500 (BTC-3)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,153,465	$3,148,153	$3,356,873	$3,495,922	$3,694,818	$3,808,073	$3,923,174	$4,031,024
Annual Unplanned Maint. Cost	$788,366	$787,038	$592,389	$388,436	$194,464	$200,425	$206,483	$212,159
Total Annual Maint. Cost	$3,941,831	$3,935,191	$3,949,262	$3,884,357	$3,889,282	$4,008,498	$4,129,657	$4,243,183
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$119,449	$119,248	$119,675	$117,708	$117,857	$121,470	$125,141	$128,581

EXISTING COACH FLEET
PULLMAN 200 (BTC-1C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$4,998,725	$4,984,408	$5,301,803	$5,544,201	$5,848,561	$6,023,889	$6,203,270	$6,377,541
Annual Unplanned Maint. Cost	$1,249,681	$1,246,102	$935,612	$616,022	$307,819	$317,047	$326,488	$335,660
Total Annual Maint. Cost	$6,248,407	$6,230,510	$6,237,416	$6,160,223	$6,156,379	$6,340,936	$6,529,758	$6,713,201
Number of Existing Units	57	57	57	57	57	57	57	57
Annual Unit Maint. Cost	$109,621	$109,307	$109,428	$108,074	$108,007	$111,244	$114,557	$117,775

TOTAL EXISTING FLEET
ALL COACHES

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$41,864,901	$41,766,849	$44,474,948	$46,423,579	$49,013,104	$50,497,061	$52,010,778	$53,458,045
Annual Unplanned Maint. Cost	$10,466,225	$10,441,712	$7,848,520	$5,158,175	$2,579,637	$2,657,740	$2,737,409	$2,813,581
Total Annual Maint. Cost	$52,331,126	$52,208,561	$52,323,468	$51,581,755	$51,592,741	$53,154,801	$54,748,187	$56,271,626
Number of Existing Units	408	408	408	408	408	408	408	408
Annual Unit Maint. Cost (Average)	$128,263	$127,962	$128,244	$126,426	$126,453	$130,281	$134,187	$137,921

NOTES:

These costs assume that the existing coach fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired or overhauled.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

Attachment 3

Summary of Annual Costs for Existing Locomotives and Coach Fleet

MBCR

ATTACHMENT 3 TO APPENDIX B
SUMMARY OF ANNUAL COSTS FOR EXISTING LOCOMOTIVE AND COACH FLEET

ANNUAL COST FOR MAINTAINING EXISTING LOCOMOTIVES AND COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING FLEET IS IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET	# of Veh.	Annual Cost for Maintaining Existing Locomotive Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EMD - F40PH-2	17	$3,263,806	$3,257,321	$3,256,986	$3,246,247	$3,243,868	$3,336,603	$3,432,394	$3,530,595
EMD - F40PH-2C	25	$7,666,589	$7,717,943	$7,795,262	$7,781,187	$7,850,740	$8,075,396	$8,304,436	$8,526,572
EMD - F40PHM-2C	12	$3,730,715	$3,756,443	$3,794,933	$3,788,208	$3,822,887	$3,932,284	$4,043,785	$4,151,786
EMD - GP40MC	25	$6,881,748	$6,916,432	$6,972,449	$6,957,904	$7,007,458	$7,207,946	$7,412,849	$7,613,707
MPI - MPS6PH-3C	2	$393,838	$393,285	$393,513	$392,255	$392,227	$403,440	$415,013	$426,834
	81	$21,936,696	$22,041,424	$22,213,142	$22,165,802	$22,317,180	$22,955,670	$23,608,477	$24,249,493

EXISTING COACH FLEET	# of Veh.	Annual Cost for Maintaining Existing Coach Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
KAWASAKI 1700 (CTC-4)	24	$4,429,643	$4,425,256	$4,447,493	$4,363,839	$4,374,233	$4,510,046	$4,647,547	$4,773,668
BOMBARDIER 1600 (CTC-1B)	26	$5,063,580	$5,047,590	$5,050,367	$4,992,669	$4,987,355	$5,136,080	$5,288,485	$5,437,804
BOMBARDIER 1600 (BTC-1B)	25	$3,070,351	$3,060,044	$3,059,989	$3,027,656	$3,023,226	$3,112,951	$3,205,030	$3,295,930
MBB 1500 (CTC-3)	34	$4,919,290	$4,897,518	$4,886,904	$4,852,908	$4,837,740	$4,978,432	$5,123,720	$5,271,777
BOMBARDIER 300/600 (BTB-1A, 1B)	94	$10,617,353	$10,591,430	$10,612,539	$10,465,733	$10,466,294	$10,782,584	$11,105,400	$11,414,986
KAWASAKI 700 (BTC-4, 4A, 4C)	82	$10,149,484	$10,137,053	$10,183,032	$9,999,651	$10,019,706	$10,329,463	$10,643,470	$10,933,572
KAWASAKI 900 (BTC-4C)	33	$3,891,189	$3,883,968	$3,896,466	$3,834,718	$3,838,526	$3,955,811	$4,075,121	$4,187,504
MBB 500 (BTC-3)	33	$3,941,831	$3,935,191	$3,949,262	$3,884,357	$3,889,282	$4,008,498	$4,129,657	$4,243,183
PULLMAN 200 (BTC-1C)	57	$6,248,407	$6,230,510	$6,237,416	$6,160,223	$6,156,379	$6,340,936	$6,529,758	$6,713,201
	408	$52,331,126	$52,208,561	$52,323,468	$51,581,755	$51,592,741	$53,154,801	$54,748,187	$56,271,626

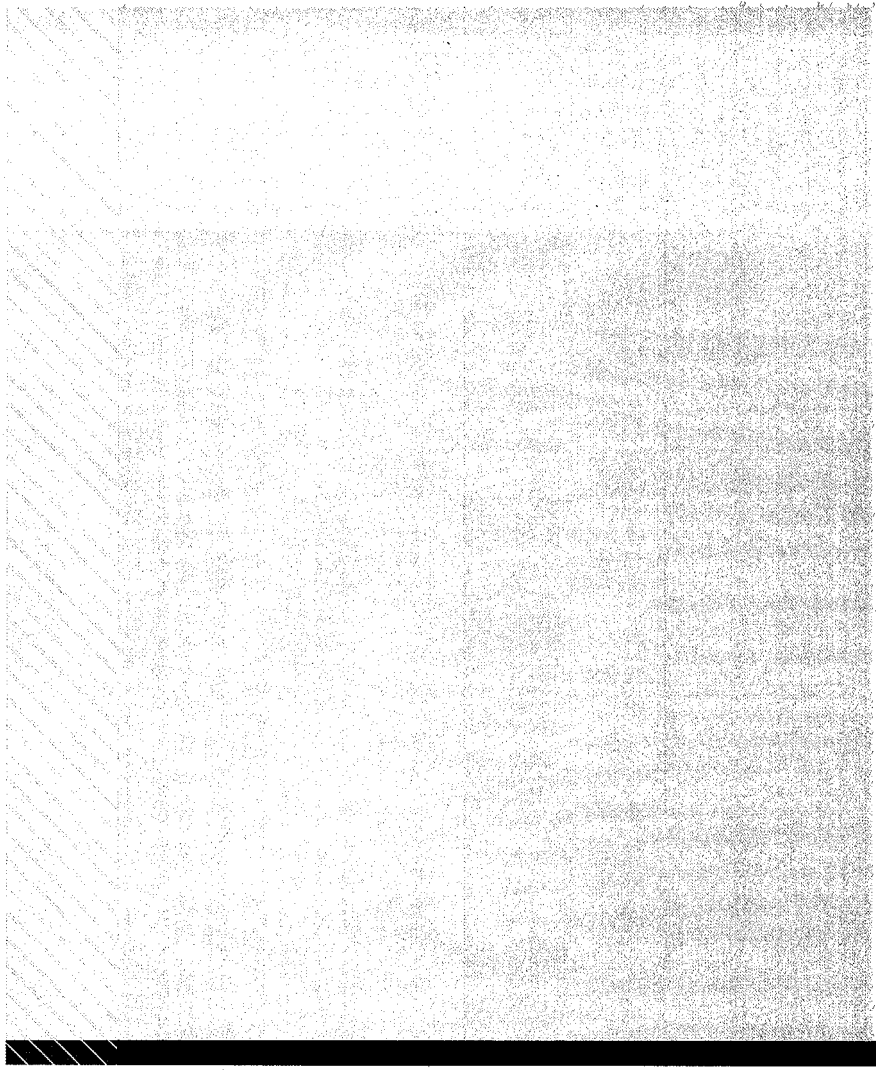
TOTAL FLEET	# of Veh.	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EXISTING LOCOMOTIVES	81	$21,936,696	$22,041,424	$22,213,142	$22,165,802	$22,317,180	$22,955,670	$23,608,477	$24,249,493
EXISTING COACHES	408	$52,331,126	$52,208,561	$52,323,468	$51,581,755	$51,592,741	$53,154,801	$54,748,187	$56,271,626
	489	**$74,267,822**	**$74,249,985**	**$74,536,611**	**$73,747,556**	**$73,909,921**	**$76,110,471**	**$78,356,664**	**$80,521,119**

Note: For each Agreement Year, these dollar amounts must equal the figure shown in the Price Proposal (FFP Form, Cell L97), less the amount provided for "Management incl Superintendents" (Cell L81) and "Non-Revenue Fleet" (Cell L91). This includes all costs associated with maintenance of the revenue service fleet (locomotives and coaches) - excluding management costs.

NOTE:

This summary form is not fiilled out by the Proposer. These amounts are linked to the total annual maintenance costs (planned and unplanned) from the Existing Locomotive and Existing Coach worksheets.

The total fleet maintenance cost must equal the total "Mechanical Services" price included in the Price Proposal (excluding "Management incl Superintendents" and "Non-Revenue Fleet") - for each Agreement Year (Years 1-8).



VEOLIA TRANSPORTATION aci BOMBARDIER

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